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**DAVID S. McKIE**

**A Cross-Cultural Test of Implicit Leadership Theory**

**School of Management**

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DAVID S. McKIE

**A Cross-Cultural Test of Implicit Leadership Theory**

**Supervisors:**

Professor Anne Huff (Lead),

Dr. Christine Communal (Chair)

Dr. Frank Fishwick

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# 1. INTRODUCTION

## 1.1 Abstract

This research builds on Implicit Leadership Theory, which suggests that a leader's performance is likely to be higher when there is congruence between a follower's prototype of what a leader should be and his or her perception of the leader's behaviour. The essence of effective leadership, according to this theory, is being seen as a leader by others.

Data were collected from 196 leaders and 1,738 followers from 23 countries within Cargill Incorporated, a US food and agricultural multinational. The research was conducted in two phases. During the first phase data were collected on followers' desired leadership values and their perception of their leader's behaviour on the same dimensions. These data were used to compute a congruence score based on a weighted sum of absolute differences. The congruence score data formed the heart of an individualised Leadership Fit Report written for each leader in the study showing the extent of congruence across 21 leadership characteristics (see **Appendix A**).

The second phase of the study focused on a subset of 933 followers from five countries testing the two hypotheses. The two hypotheses in Phase Two were partially supported. The first was that congruence between desired leadership values and perceived behaviour leads to high performance of a leader and incongruence leads to lower performance. The second was that the relationship between congruence and leader performance varied by nationality.

The cross-cultural test of Implicit Leadership Theory captured in Hypothesis 2 was particularly important to Cargill because it revealed unique and important



differences between the five countries included in the second data set. This study found that the nature of the relationship between congruence and leader performance varies significantly between all five countries. More specifically the data suggests that congruence does not always lead to high performance.

This study, albeit exploratory, makes theoretical, methodological and practical contributions in the following ways.

- i. A cross cultural test of Implicit Leadership Theory in a multinational organisation with a significant sample size.
- ii. An existing desired leadership values questionnaire was used and developed further to measure leadership values and leader perception.
- iii. All 196 leaders received a personalised feedback report showing the level of congruence (or degree of fit) for 21 leadership characteristics.
- iv. A methodological contribution was made by using Polynomial Regression Equations and Response Surface Methodology to measure the nature of the relationship between desired leadership values, perceived behaviour and leaders' performance.

Implicit Leadership Theory was shown to be complex yet very relevant to management practice. The research undertaken was exploratory yet it has created the basis for on going discussion.

## 1.2 Acknowledgements

A number of people have contributed to the research undertaken for which I want to express my sincere appreciation; they fit broadly into 4 categories.

1. **Cargill Sponsors:** *Greg Page, Rae Lesmeister, Nancy Siska and Margaret Studer* sponsored this research, created opportunities for discussion and personally believed in the value this research offer to Cargill.

2. **Cranfield Supervisory Panel:** *Professor Anne Huff (Lead), Dr. Christine Communal (Chair) and Dr. Frank Fishwick* have challenged, supported and endeavoured to broaden my thinking and my research. In particular they have been patient whilst I juggle full-time employment and undertaking this research. Earlier members of my panel were *Professor Mary-Jo Hatch (Lead) and Professor Chris Brewster* both of whom encouraged rigorous research and helped start the process with a solid foundation. I would also like to acknowledge three additional members of the supervisory panel who were involved as advisors namely, *Dr. Jim Huff, Lisa Lambert and Dr. Gilles Spony*. All are deep experts in their fields and have contributed significantly to the research undertaken.

3. **Research Administration:** *Tracey Smith and Vicki Kelly* have been the largest contributors to all the administration associated with

questionnaires, electronic mails and telephone calls. Between them they have collected over 7,000 completed questionnaires.

4. **Reviewers:** *Paul McKie* and *Heather Woodfield* were critical reviewers and helped with the document flow and consistency.

### **1.3 Executive Summary**

The primary purpose of this research was to assist Cargill Inc. further its global investments. Improving the effectiveness of global leaders was seen as a necessity for two reasons. Firstly, as a company with over 100,000 employees in 61 countries, there was a need to deepen people's understanding of cross-cultural leadership differences and similarities at a corporate level. Secondly, and more specifically, individual Cargill leaders wanted to be more effective in teams that included participants from backgrounds very different from their own. The tangible indicators of the study's success are that it has generated a corporate level discussion about cross-cultural leadership, whilst the use of the individual feedback report is being expanded. It is hoped that this experience will be of interest to the many other global companies facing similar needs to expand their understanding of cross-cultural leadership.

Implicit Leadership Theory was chosen as a basis for theoretically understanding and addressing the challenges of cross-cultural leadership, whilst the GLOBE leadership questionnaire was identified as an internationally validated instrument to gather data. In the first phase of the study, the leadership values that followers desire were measured against their perceptions of their own leaders' characteristics. Congruence or 'degree of fit' was subsequently calculated. The second phase of the study then examined the nature of the relationship of the congruence between desired leadership values and perceived leader behaviour with a measure of leader performance. The research was exploratory and needs further exploration. It is hoped that the methods and data presented in this study of 196 leaders and 1,738 followers will

be of interest to academic audiences concerned about the congruence between desired values, leader perceptions and leader performance and business audiences concerned with making their international leaders more effective.

### **Phase One:**

Phase One is summarised in Section 2 of this dissertation. It focuses specifically on leader congruence between values and perception, as suggested by Implicit Leadership Theory.

There were two data points used to calculate congruence, both of which came from the follower. Firstly, the GLOBE<sup>1</sup> leadership questionnaire was used to gather data on characteristics that the follower believes 'contribute to' or 'inhibit' outstanding leadership. For the purposes of this research these are referred to as the 'desired leadership values'. For example, the value 'Integrity' is almost universally desired by followers in this study. A second questionnaire administered 6-8 weeks after the first, was used to gather data on the follower's perception of their specific leader's behaviour using the same characteristics. The second questionnaire measured the extent to which the follower perceived that the leader's behaviour exhibited a given characteristic (for example, Integrity). This constitutes a significant extension of the GLOBE leadership project, which has focused on establishing cultural differences in what 'contributes to' and 'inhibits' outstanding leadership.

Section 2 of this dissertation discusses how the questionnaire was chosen and processed, how leaders in Cargill were selected for study, how the followers were

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<sup>1</sup> GLOBE – The Global Leadership and Organisational Behaviour Effectiveness Research Program

nominated, how the data were analysed and validated, and how the Leadership Fit Report (**Appendix A**) was developed.

Within Cargill, Phase One provided individualised feedback for all 196 leaders from 26 countries participating in the study. The objective of the Leadership Fit Report was to show each leader their level of congruence [or degree of fit] for each of the 21 characteristics established by the GLOBE project. The report became a valuable tool for leaders to understand their teams desired leadership values by identifying areas where their followers agreed and differed. For example, independence, conflict avoider and risk taker had the highest standard deviations for what all 1,738 followers desired from a leader suggesting that there was wide variation in what followers considered a desirable amount. Understanding these differences is important in leadership. Additionally, the Leadership Fit Report became a development tool. As leaders became more self-aware, they identified perceived behaviours that needed change. An increase in self-awareness can lead to an increase in leader effectiveness (Atwater et al. 1998).

Positive reaction within Cargill to this process created demand for a Leader Follow-up Report twelve months after the original reports. Additionally, the analysis of the 1,738 followers gave the Cargill organisation new and relevant macro level information about the leadership values of followers from 23 countries. This proved valuable because it increased awareness of cultural differences in this global company, but it also identified 10 widely appreciated leadership characteristics within Cargill. This is discussed further in Section 2.3.6. The final part of Phase One involved a rigorous review of the Leadership

Fit Report and the supporting processes. Some weaknesses and limitations were identified and subsequently formed the basis for Phase Two.

The outcomes of Phase One were substantial. Firstly, the GLOBE research was extended by incorporating a measure of 'perceived leader behaviour'. Secondly, Phase One identified 10 attributes that are universally required in Cargill of which 6 were identical to the GLOBE study. Thirdly, from a possible 10,626 between group means, 303 desired leadership value means were significantly different ( $p < .05$ ) which supports other research that suggest values differ by nation. Finally, the contribution to Cargill was substantial from the Leadership Fit Report and the macro analysis for senior leaders. Each of these is discussed in more detail in the dissertation.

### **Phase Two:**

Phase Two is reported in section 3 of this dissertation. It focuses on a statistical examination of the nature of the relationship between congruence and leader performance.

It is widely assumed that congruence between followers' values and perceptions of leader behaviour will lead to higher leader performance (Lord et al. 1984; Lord and Maher, 1991; House et al. 1997), but the relationship between congruence and leader performance is rarely tested. Polynomial Regression Equations (Edwards, 1994) and Response Surface Methodology were used to understand the nature of the relationship between desired leadership values, perceived leader behaviour, and leader performance. The independent variables were desired leadership values and perceived behaviour. The dependent variables for leader performance were 8 measures of

characteristics critical for effective leadership in Cargill. The independent and dependent variables are discussed in Section 3.2.3 in this dissertation.

The first hypothesis of the dissertation consists of two parts; the first was that leader performance is high when there is congruence between desired leadership values and perceived behaviour. For example, congruence occurs if a follower desires a high degree of integrity and perceives their leader to have the utmost integrity. Secondly, leader performance is lower when there is incongruence between desired leadership values and perceived behaviour, for example, the follower desires integrity but there is no evidence of any perceived integrity in the leader's behaviour. Conversely, congruence can equally occur with characteristics that are not desired. For example, congruence occurs if autocracy is not desired and not perceived.

The second hypothesis of the study was that the nature of the relationship between congruence and leadership performance varies across cultures. For example, too much autocracy in one country may have a negative impact on leader performance, yet it can have a neutral impact in another country. By using Polynomial Regression Equations these and other questions could be answered regarding the nature of the relationship.

For Hypothesis 1, 26 tests from 160 revealed a relationship that supports the hypothesis that congruence leads to higher levels of performance and incongruence leads to lower levels. Of the remaining 131 tests, 82 revealed significant relationships at the level of culture. These findings suggest that Implicit Leadership Theory may only apply to certain characteristics and certain countries and may not be universal.



For Hypothesis 2, all 160 tests of the relationship between congruence and performance highlighted that culture made a difference most of which were significant to  $p < .01$ . The complexities are discussed in the text with suggestions for further research.

Finally, the analyses conducted revealed interesting relationships that were not tested or predicted, for example, 24 of the 160 tests revealed a relationship that was opposite to Hypothesis 1 in that congruence lead to lower levels of performance. Additionally, significant differences in the relationship were found between countries, especially Japan and Brazil.

Findings from Phase Two lent partial support to Implicit Leadership Theory. The study suggests that the relationship between desired values, leader behaviour and performance are more complex than has been theoretically predicted. Instead, these findings suggest avenues for future research that may offer more realistic advice for managers who are faced with the challenges of managing in increasingly globalised organisations.

## **2. PHASE ONE**

Cargill was established in 1865 in America. The majority of their investments were in North America until 2002 when, for the first time, the majority of its assets were found 'over seas'. After a major investment in Europe, 60% of Cargill's assets are, at the time of writing, present outside North America, compared with almost nothing in the early 1950s. Cargill is aware of the impact of these changes and continually strives to improve the processes that ensure that existing businesses remain competitive whilst new worldwide opportunities are identified. Cargill's experience in the last 10 years indicates that many of its strategic customers operate globally, including Coca Cola, Pepsi Co., McDonalds, Nestlé, and Unilever. Globalisation has affected all of Cargill's operations, including negotiations, research and development, supplier selection, the skills that employees require, the products sold, and the customers targeted. Cargill's aim is to continue to grow, but growth opportunities are limited in North America and Western Europe due to the size of its market share. National mergers and monopoly commissions would prevent further growth in some industries. The major opportunities therefore are outside these regions, particularly in Asia, Eastern Europe and Latin America.

### **2.1 Theory**

The theoretical literature that contributed to this research falls into 3 broad categories; globalisation, leadership and national culture.

### **2.1.1 Globalisation**

Globalisation is changing how the world conducts business. In the past, major companies could focus on their own regions (or even their own countries) and prosper (Goldsmith and Walt, 1999:160). This is either no longer the case or else it is becoming increasingly difficult. Many organisations today pursue a strategy of globalisation to protect their market share and their customer base. “In today’s global market, you do not have to go abroad to experience international competition. Sooner or later the world comes to you.” (Bartlett and Goshal, 2000:139).

As companies are expanding beyond national borders, leaders are increasingly employed internationally, in cultures other than their own, and participation in cross-cultural teams is becoming more commonplace (Brodbeck et al. 2000). In order to succeed, corporations must develop global strategies (Adler, 1997:5) and ensure effective development of global leaders (Pucik and Saba, 1998).

Globalisation is a threat and an opportunity for companies like Cargill; a threat because of new competition entering Cargill’s markets, and an opportunity because trade barriers are falling, consumers are demanding more choice and new ventures are being established. Without effective leaders, globalisation will remain predominantly a threat as new competitors enter Cargill’s markets; however, with effective global leaders, the threats should be minimised and transformed into opportunities.

Globalisation has caused an increase in demand for sophisticated leaders who are capable of handling the managerial complexities that arise when

working with people from other countries (Petrick et al. 1999). As globalisation continues, it increases the necessity for global leaders who can inspire and motivate their workforce regardless of nationality. Cross-cultural management explains the differences in the behaviour of people in organisations around the world, and seeks to investigate how multicultural organisations might improve efficiencies. To implement a strategy of globalisation, corporations have to address the needs of a multi-cultural workforce with all the nuances that that brings. A critical phase of such a strategy is to develop leaders who are competent globally, whilst recognising the fact that leadership skills may have to vary from one country to another (Brodbeck et al. 2000).

### 2.1.2 Leadership

Leadership is one of the world's oldest preoccupations and is a universal phenomenon (Bass, 1990); however, the term leadership is a relatively new addition to the English language (Dorfman, 1996). It appeared approximately 200 years ago in writings about political influence in the British Parliament. The subject has generated more than 7,500 academic studies in the last century yet there is no consensus as to its definition (Bass, 1990). When considering the history of leadership research it has been seen as the focus of group change, activity and process (Cooley, 1902); as a personality attribute (Bowden, 1926); as an exercise of influence (Nash, 1929); as an act or behaviour (Carter, 1953); and as the means to influence (Schenk, 1928). Leadership has also been defined in terms of traits (Mann, 1959), role development or clarification (House, 1971) and social perceptions (Lord and Maher, 1991).

Leadership exists in all societies and is essential to the functioning of organisations within each society (Wren, 1995). However, a major problem with researching 'leadership' is that it means different things to different people (Den Hartog et al. 1997a). Bass (1990:11) states that, "there are almost as many ways of defining leadership, as there are persons who attempted to define the concept."

The word 'leader' can be interpreted differently across cultures. Arguably the most extreme example is the German word 'Führer' which is a literal translation of the English word 'leader'. 'Führer', however, has an understandably strong negative connotation in Germany after the reign of Adolf Hitler, making its

meaning different from the word 'leader', which is interpreted in a far more positive sense in many other countries (Den Hartog et al. 1997a).

Leaders create the vision, the meaning within which others work and live (Adler, 1997). Indeed, when corporations are in pursuit of a strong global presence, the ability of leaders to earn respect is paramount. Global leadership involves the ability to inspire and influence the thinking, attitudes, and behaviour of people from around the world (Adler, 2001).

Although leaders must engage in the behaviour of leading, effective leadership involves a reciprocal process that must account for the perceptions of those who are being lead. James Macgregor Burns (Burns, 1978:425) defined leadership as “the reciprocal process of mobilising by persons with certain motives and values, various economic, political, and other resources in a context of competition and conflict, in order to realise goals independently or mutually held by both leaders and followers.” Lord and Maher (1991:3) focus more on the relationship rather than the tasks performed by a leader. They concentrate on leadership as a “social-perceptual process” and suggest that the “essence of leadership is being seen as a leader by others.” This will be explored further in Section 2.1.3 (Implicit Leadership Theory).

In summary, effective leadership is critical to support Cargill's further growth into new regions of the world. The demands made on future leaders will become more complex due to the difficulties of managing businesses that span countries, continents or the world. Globalisation and the growth of the type that Cargill is currently considering will require leaders with the ability to inspire and influence the thinking, attitudes and behaviour of people from diverse cultures (Adler, 1997). This research aims to provide tools to raise awareness of

cross-cultural differences in leadership and assist the leaders to become more effective when managing teams from different cultures.

### **2.1.3 Implicit Leadership Theory**

The theory that provides the framework for this research project, is known as 'Implicit Leadership Theory'. According to this theory, individuals have beliefs, convictions, and assumptions about the attributes and behaviours that distinguish leaders from others, for example, moral from evil leaders, and effective from ineffective leaders (Eden and Leviatan, 1975). These beliefs, convictions and assumptions are called Implicit Leadership Theories. They influence the value that members of a culture place on a selected leader's behaviour, attributes and motives (House et al. 1997); they also influence how others are perceived (Lord and Maher, 1991). The hypothesis that subjects might judge personality traits of others according to their own implicit personality theories was suggested by Bruner and Tagiuri (1957). Several authors have developed this further and have suggested that followers hold implicit cognitive prototypes of leaders and that leader behaviour is assessed in terms of its fit with these implicit prototypes (Cantor and Mischel, 1979; Cronshaw and Lord, 1987; Eden and Leviatan, 1975; Hall and Lord, 1995; Lord et al. 1984).

An individual's Implicit Leadership Theory refers to beliefs held about how leaders behave in general, and what is expected of them (Eden and Leviatan, 1975). Using an information processing perspective, implicit theories are cognitive frameworks or categorisation systems that people use during

information processing to encode, process and recall specific events and behaviour (Shaw, 1990). Furthermore, the followers' perceptions of leadership behaviour and cognitive prototypes are believed to be developed and influenced by the surrounding *environment*, and can be *situational* (Gerstner and Day, 1994). In short, there is a persistent belief that national culture influences leader prototypes and leader evaluations (Helgstrand and Stuhlmacher, 1999). It is argued that these leader prototypes should be positively related to cross-cultural dimensions (Shaw, 1990). This cultural implication will be explored in Section 2.1.4. Similarly, culturally different followers may perceive different levels of leadership from the same leader, because of the different prototypes guiding their expectations (Chong and Thomas, 1997).

Lord and Maher (1991:11) define leadership as “the process of being perceived by others as a leader.” Research suggests that leadership perceptions may be based on traits (Phillips and Lord, 1986), behaviours and events (Meindl et al. 1985). Rather than attempting to understand a leader's effectiveness in terms of traits and behaviours, recent research (Kenney et al. 1994) is based upon observers' subjective realities of person perception and information processing (Lord, 1985). In other words “leadership factors are in the mind of the respondent.” (Eden and Leviatan, 1975:741). According to Lord and Maher (1991), people use implicit theories as a base both for interpreting behaviour and as a foundation for generating behaviour, and subordinates use implicit leadership theories to evaluate their supervisors (Engle and Lord, 1997). House et al. (1997) suggests that leaders are accepted based on the ‘degree of fit’ or congruence between implicit leadership theories held by the attributors and their leader's behaviours.



Hall and Lord (1995) developed a social information-processing model of leadership in which they assert that leadership perceptions can be explained by two qualitatively different processes: firstly, leadership can be *inferred* from outcomes of salient events. Secondly, leadership can be *recognised* based on the fit between an observed person's characteristics and the perceivers' implicit ideas of what 'leaders' are (Lord, 1985). Lord (1985) proposed a categorisation theory of leadership as an explanation of how recognition-based leadership perceptions are formed. Based on Rosch's (1978) theory of cognitive categorisation, he argues that people are categorised as leaders on the basis of the perceived match between their behaviour or character and the attributes of a pre-existing leader category or prototype. It is the 'recognition based' categorisation that is the focus of this research. According to the leadership categorisation theory of Lord et al. (1984), categorisations are made based upon a match of characteristics of a person to prototypes [or schemas] held in memory, the core of which was often generated in childhood, and parts of which are being regenerated continually (Keller, 2003). Lord et al. (1984) developed this further to suggest that leadership is a cognitive knowledge structure. Perceivers use degree of match to this prototype to form leadership perceptions (Lord and Maher, 1990). Recognising someone as a leader involves a relatively simple categorisation, by the perceiver, as a leader or non-leader. Such a categorical judgement, according to Rosch (1975), is made on the basis of the similarity between the perceiver and the prototype category. It is also suggested that categorisation will change based upon the position of leadership being considered, for example, the perception of a Chief Executive Officer may differ from that of a line manager as categorised by one individual (Den Hartog et al.

1997b). Investigating the type of leadership that people around the world find most or least helpful is the domain of the GLOBE project (House et al. 1997). The GLOBE project relies on Implicit Leadership Theory to examine cultural differences in leadership prototypes.

Lord and Maher (1991) have argued that leadership perceptions are an important consideration because an individual must first be perceived as a leader to be allowed the discretion and influence to perform effectively. Consistent with this argument, Shaw (1990) notes that it is critical for an expatriate manager to be perceived as a leader in a host country to gain the requisite power and respect in order to be effective.

Whilst this research embraced the theory of implicit leadership it did not discount all the previous leadership research conducted over many decades. Mann (1959) and Stogdill (1948) were early contributors to trait theory, which suggested that leaders had certain physical traits and personality characteristics which differentiated them from non-leaders. This work was later criticised (Landy, 1985; Muchinsky, 1983) suggesting that there was no relationship or connection between a leader's personality and their effectiveness. A more recent review (Lord et al. 1986) challenges the assertion that personality does not matter by demonstrating there is a relationship. Calder (1977) identified both behaviours and events associated with leadership perception and being perceived as a leader allows "one to exert greater influence" (Lord et al. 1986:408). What Lord and Maher (1990) have shown is that traits, behaviour and events are crucial distinguishing features of leaders building upon earlier work (Lord et al. 1986). It is these features, as perceived and utilised by others,

and not as they occur in an objective sense, that are crucial in explaining leadership perception.

The purpose of this study is to extend the theory of implicit leadership by first attempting to make explicit what is implicit; in other words, to measure aspects of the implicit theories held by followers regarding follower beliefs of what contributes to an outstanding leader. This is discussed further in Section 2.4.3. This study conceptualises an implicit theory as the follower's desired leadership values, and compares these values to the follower's perception of their leader's behaviour as a test of the principles captured by Implicit Leadership Theory. The ultimate importance of Implicit Leadership Theory lies in the possibility that these perceptions may influence interactions between leaders and followers in the workplace (Hunt et al. 1990). Discrepancies between followers' implicit leadership theories and those of the leader may be associated with dissatisfaction with the leader, and as a result create increased employee turnover (Engle and Lord, 1997), therefore impacting upon the success of an organisation (Hunt et al. 1990). This study will contribute to the work begun by Lord and his colleagues on Implicit Leadership Theory.

#### **2.1.4 National Culture**

Successful growth within Cargill will be dependent on a number of variables, one of which will be having effective leaders to lead the new growth into new countries and developing local leaders. A contributing factor to a leader's effectiveness will be an understanding of how implicit theories of leadership vary from culture to culture. In the previous section the complexities of leadership were discussed; now the discussion is developed further in the context of national culture because most of Cargill's growth will take place in Asia, Latin American and Eastern Europe, where Cargill has less experience.

Despite the central importance of understanding national cultures to international work, a review of the literature reveals that there is no universally recognised definition of 'culture' (Dorfman, 1996:270) nor it is easy to "define" or "measure" (Steers and Sanchez-Runde, 2002:190). The literature offers multiple suggestions for describing culture. For example, culture is something that is learned, not inherited – it comes from the social environment, not from genes and much of this is acquired in early childhood (Hofstede, 1994). Culture has been conceptualised as a complex web of norms, values, assumptions, attitudes and beliefs that are characteristic of a group (Lytle et al. 1995). Culture is also known as the "collective programming of the mind which distinguishes the members of one human group from another" (Hofstede, 1994:5) or, "a set of control mechanisms for the governing of behaviour" (Geertz, 1973:17). In general, we see people as being from "different cultures if their ways of life as a group differ significantly, one from the other" (Adler, 1997:15). "In its most general sense, culture refers to a people's way of life"

(Ronen, 1986:17). The definition of culture that is used in this project is derived from two anthropologists' attempts to make culture operational by specifying both *what it is* and *what it influences*:

*“Culture is a shared set of commonly held general beliefs and values which influences people’s assumptions, perceptions and behaviour”* (Kluckhohn and Strodtbeck, 1961:29). This definition has been chosen because of its association with the research question being undertaken as part of this study in that values and perceptions are central to this study and to understanding cultural differences (Offerman et al. 2001; Gerstner and Day, 1994).

Cultural differences may be examined by differences across geographic region, ethnicity, organisations, professions, religion, gender, generation and social class. The beliefs, values, and practices that are shared by the majority of people belonging to a certain nation are commonly referred to as ‘national’ culture. Every person has patterns of thinking, feeling and behaving which have been learned throughout their lifetime. These patterns are seen in the way people behave at school, in the family and on the job; they are reinforced by national laws and government policies (van Oudenhoven, 2001). National culture is one of a number of categories in which culture can be observed.

Building conceptual bridges between cultures will remain a key competence for cross-cultural leadership (Brodbeck et al. 2000; Hampden-Turner and Trompenaars, 2000). Increasingly, there is an integration of organisations across business and national borders, which demands that the modern manager is able to operate multiculturally (Hofstede 1992). Managers derive their ‘raison d’être’ from the people they manage: culturally, they are the followers of the people they lead and their effectiveness depends on the latter (Hofstede, 1993).

There is sufficient empirical evidence that suggests that people's values, norms and beliefs vary by national culture. There is sufficient empirical research that concludes that there are variations across the globe in how people *communicate*, what they *value*, how they *interact* with people, how they perform their work, how they engage in relationships and demonstrate *trust*, what their concept of *control is*, and how they perceive *time, power, gender* and *status* (Hofstede, 1994; Trompenaars and Hampden-Turner, 1997; Adler, 1997; Brislin, 2000; Hall and Hall, 1990; Adler, 1997). Leadership is inextricably linked to the values and customs of a group of people (Gerstner and Day, 1994). For example, Brodbeck et al. (2000) concluded, after studying 22 European countries, that only a few leadership concepts are culturally endorsed namely, Inspirational, Visionary, Integrity, Performance Orientation and Decisiveness, and that others vary by national culture. That some characteristics are universally endorsed and others are culturally bound has been verified by other researchers (House et al. 1997). Moreover, moving from one culture or country to another, systematic differences can be seen in what is regarded as important for effective leadership (Smith and Peterson, 2002). An important source of differences in leadership among countries is a consequence of these different explicit and implicit theories about the leader-subordinate relationship (Bass, 1990:785).

Cultural similarities and differences are of particular concern for international companies trading in global markets. The idea of creating cross-cultural diversity within the leadership of organisations has been proposed by several prominent researchers (Bass, 1990; Haire et al. 1966; Hofstede, 1980; Sadler and Hofstede, 1976). One important approach to leadership in a cross-

cultural context concerns the role of followers' perceptual processes in identifying leaders (Lord and Maher, 1991), which this research aims to address.

In the previous section, Implicit Leadership Theory was discussed and in particular how subordinates' perceptions of the leader can have a substantial impact on the outcomes of the leadership process. Perceiving someone as a leader is suggested to involve a cognitive categorisation process (Shaw, 1990), in which a target person is matched against an abstract prototype stored in the memory. One of the difficulties with this process, in a cross-cultural context, is that perception is not solely an innate, physiological function of sensory systems. Instead, it is a subjective process reflecting the self and including its cultural background (Markus and Kitayama, 1991).

In cross-cultural situations, leaders and followers may be guided by different leadership prototypes. As a result, the meaning of a leader's behaviour may be ambiguous, since the interpretations made by followers may not match the leader's intention (Chong and Thomas, 1997).

This research seeks to establish the relationship (in terms of congruence or fit) between a follower's desired leadership values and a follower's perception of their leader's behaviour, both of which are impacted by cross-cultural differences.

Much has been written separately about 'leadership' and 'national culture', however, too little is still known about global leadership and the development of intercultural competencies (Harris and Kurma, 2000; Pucik and Saba, 1998). Despite the thousands of empirical leadership studies (Bass, 1990), relatively few have been concerned with the impact of cultural influences on leadership. Much of the writing on cross-cultural differences in leadership is anecdotal or

conceptual (Gerstner and Day, 1994) and relatively few empirical studies have investigated the relationship between culture and leadership (Dorfman, 1996). The lack of research has created problems for businesses in some countries that operate globally because it requires them to be operating in a vacuum without guidance from any management research (Agarwal et al. 1999). Despite this need, there is no cross-cultural theory that is empirically based (Shamir et al. 1993).

Over the past decade, managers and researchers have increasingly recognised the importance of 'organisation culture' as a socialising influence and climate creator within businesses (Adler, 1997:61). Unfortunately, this has tended to limit rather than enhance our knowledge of national cultures (Adler and Jelinek, 1986; Schneider, 1988) which this research is seeking to address. In essence, all of the above will have a major impact on the role of global leaders, and raising awareness of these differences is hoped to increase their effectiveness.

A further debate in cultural studies considers the extent to which the industrialisation of the world in the twentieth-century has impacted upon cultural differences. The concept that economic ideology drives cultural values due to the imperatives of globalisation and industrialisation is deeply rooted in what is known as 'convergence theory'. Convergence implies that as nations become industrialised, there is a significant shift in values towards behaviour that embraces free market capitalism (Ralston et al. 1997). Proponents of the 'divergence approach' argue that national culture, not economic ideology, drives values and even if a country adopts capitalism, the value systems of those in the workforce will remain largely unchanged (Ogbor, 2000).



Cargill, as an organisation, has adopted the view that cultural diversity strengthens the organisation and would generally discourage countries from adopting capitalist values from other cultures. Encouraging managers to abandon their cultural values would receive no support from Cargill. Cargill management acts on the principle that understanding the differences in people's values is critical for building effective cross-cultural relationships.

Despite the various definitions and the complexities involved with understanding national cultures, one objective of this research is to determine the nature of the relationship between desired leadership values and perceived leader behaviour and its impact upon leader performance. This question concerning leadership performance across national boundaries has been particularly salient for Cargill managers. For example, during the course of this study, Cargill managers asked questions regarding the relationship of integrity, and autocracy on leader performance. The questions centred on whether or not performance can ever be hindered by too much integrity or too little autocracy, and how this differs across cultures. These questions have not been addressed in literature.

It is important to stress that understanding cultural differences and values, whilst important, is not the sole factor affecting managerial performance; political, economic, social and enterprise-level variables are equally important (Shenkar et al. 1998). Kuchinke (1999) conducted a study that used leadership values to predict leadership style. Whilst his conclusions demonstrated a clear relationship, other variables exerted stronger effects, suggesting that leadership style and effectiveness are not solely about deep cultural understanding.

In summary, this research seeks to further develop an existing theory in a cross-cultural context. Implicit Leadership Theory provides the theoretical framework, and the test will be conducted with 196 leaders from 26 countries, and 1,738 followers from 23 countries. Effective leadership is critical for Cargill as preparations are made for more major investments in Asia, Latin America and Eastern Europe. Diversity among employees will create multiple views (implicit theories) of effective leadership (Lord and Smith, 1999), as will cultural variability (Gerstner and Day, 1994). Differences can impede leader effectiveness if inappropriately managed (Brodbeck et al. 2000), and leader effectiveness is likely to be attained by those who understand and adjust to such differences (Lord and Smith, 1999). The aim of this research is to present leaders with a measure of their level of congruence (values and behaviour), help increase their self-awareness and cross-cultural awareness, and assist the organisation to develop global leaders.

## **2.2 Methods**

This section discusses how the leaders were selected, where the data came from, the research procedures and the analysis for Phase One.

### **2.2.1 Sample**

#### **2.2.1.1 Selection Process for Leaders and Followers**

Cargill's Board of Directors deemed it important to identify their next generation of leaders. There are currently 35 executive leaders in Cargill – these are the most senior positions. The Board wanted a process to be developed that would identify, prepare and develop leaders to succeed those currently holding one of the 35 positions. Two criteria were used to identify potential individual candidates for these top positions: high performance in their current middle management job grade, and high potential for a more significant job in the future. The assessments were conducted by 84 business unit leaders and 14 functional leaders. Their recommendations were reviewed by those currently holding the 35 executive positions. Over 800 leaders globally met the criteria and were considered potential candidates for the 35 positions within the next 7 years.

The research undertaken as part of this project divided the pool of 800 leaders into the following three categories:-

1. Leaders with a team of varying national cultures.
2. Leaders with a team of the same nationality, but different from that of the leader.

3. Leaders with a team of the same nationality as the leader.

Subsequently, 50 people were chosen from each category. The criteria used for selection were to maximise diversity with regard to age, seniority, job function, nationality and gender.

Cargill's senior managers approved this research but did not mandate any leaders to participate. Without the leaders' willingness to participate there would have been limited access to followers around the world, thus jeopardising the research. The study therefore had to be 'sold and marketed' internally, and the benefits to an individual leader had to be sufficiently quantifiable to encourage participation. The largest single benefit offered to leaders selected as possible candidates was the Leadership Fit Report, which provided individualised feedback to each participating leader.

A total of 150 leaders were invited to participate, and 140 accepted, representing 19 nationalities. Each leader was asked to nominate 8-12 followers and nominations that fell outside of this range were not accepted. The definition of a follower in the communication to the leaders was that:-

1. The leader must have direct or indirect influence over the follower.  
Direct reports were the largest category of followers.
2. The follower must have known the leader for a minimum of 6 months and the degree of interaction must have been significant enough to rate the leader against the characteristics in the questionnaires.
3. The follower must be a full-time employee of Cargill Incorporated, or one of its subsidiaries.

4. The follower must have access to electronic mail for ease of processing<sup>2</sup>.

The leaders had the freedom to choose the followers they desired to be included in the study and therefore it was possible for them to choose those with greater affinity. This potential weakness is discussed in Section 2.4.3.

As more leaders became involved in this research, more Cargill leaders around the world became aware of the research and more specifically of the feedback they would receive. This created an opportunity to widen the research to include more countries and as a result the number of leaders rose from 140 to 196 and increased the leader nationalities from 19 to 26. The 2,122 followers represent 57 countries; however, only 23 countries had 20 or more followers taking the sample size of followers to 1,738.

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<sup>2</sup> Approximately 30,000 employees worldwide have easy access to electronic mail.

## **2.2.2 Procedure**

This section discusses the procedures that were followed to conduct the research. The following sub-sections are included;

- 2.2.2.1 Questionnaire Selection*
- 2.2.2.2 Demographic Questionnaire*
- 2.2.2.3 Questionnaire 1 – Desired Leadership Values*
- 2.2.2.4 Questionnaire 2 – Perceived Leadership Behaviours*
- 2.2.2.5 Questionnaire Translation and Back Translation*
- 2.2.2.6 Questionnaire Distribution and Processing*
- 2.2.2.7 Handling of Errors/Removing Data*
- 2.2.2.8 Leadership Fit Report*
- 2.2.2.9 Definition of Nationality*
- 2.2.2.10 Confidentiality Procedure*

### **2.2.2.1 Questionnaire Selection**

To fulfil the objectives of this research, a questionnaire was required that would help understand followers' implicit theories of leadership and would be applicable across multiple countries. Whilst acknowledging the fact that it would be difficult to make explicit all of what is held as implicit, a broad questionnaire that would address the cross-cultural needs of this research was still required.

GLOBE's questionnaire was chosen for this research for the following reasons. Firstly, it had been developed with global input, unlike other global questionnaires that are often developed for one country or region, and then used globally. Secondly, over 15,000 people from 53 countries had completed the instrument (Den Hartog et al. 1999). Thirdly, Implicit Leadership Theory was central to their research.

Professor Robert House, from Wharton University, started the GLOBE cross-cultural research project in 1991. The GLOBE research project has become a

network of 170 social scientists and management scholars from 61 countries, working in a co-ordinated long-term effort to examine the interrelationships between society culture, organisational culture and practices and organisational leadership (House et al. 1999).

GLOBE is a long-term, multi-phase project directed toward the development of systematic knowledge concerning how society and organisational cultures and subcultures affect leadership and organisational practices. Phase One of the project focused on the development and validation of scales measuring society culture, organisational culture, and leader attributes. Phase Two uses the scales developed in Phase One to address questions concerning the influence of culture on the desired leadership attributes. In Phase Three, a variety of alternative methodologies were used (for example, ethnographies, unobtrusive measures, media analyses) to develop a comprehensive, non-method bound understanding of desired leadership attributes, organisational culture, and society culture. Phase Four will consist of a series of laboratory studies and will focus upon the questions concerning the interaction of leadership effectiveness and culture.

The research conducted for this dissertation only used their leadership questionnaire. The objective of their questionnaire was to identify and measure the characteristics that 'contribute greatly' to and 'greatly inhibit' outstanding leadership. For the purposes of this research, these are known as the desired leadership values.

GLOBE's leadership questionnaire consisted of 112 items, 99 of which were assigned to 21 leadership factors, which are presented in **Appendix B**. The 21 factors were the result of a confirmatory factor analysis procedure performed by the GLOBE researchers. GLOBE's 21 leadership factors were adopted for Phase

One of this research and were incorporated into the structure of the Leadership Fit Report. Section 2.2.3.3 discussed the principal component analysis performed in this research.

What the GLOBE questionnaire does not measure, however, is perceived leader behaviour. Measuring the degree of fit or congruence was not part of GLOBE's research and subsequently became a major factor in the contribution for Phase One.

### **2.2.2.2 Demographic Questionnaire**

The GLOBE demographic questionnaire was also taken and adapted for this research (See **Appendix C**). A small number of changes were made primarily to facilitate future research, which is discussed further in Section 2.4.4. The changes were made to *name*, *communication method* and *nationality*.

The *name* field was added so that the follower could be contacted if there were questions associated with their responses. The followers were guaranteed confidentiality. What this meant was that under no circumstances were their scores revealed to anybody other than those involved directly with processing the data for this research. Furthermore, this meant that although individual scores were represented within the Leadership Fit Report, there was no possibility of the leader attributing the scores to any individual follower because a minimum of 8 followers was required.

The *communication method* was also added to assist with future research so that congruence could be measured, based on the different responses. This is discussed in Section 2.4.4 as potential future research.



Finally, *Nationality* was extended to increase the richness of the data regarding culture. The purpose of this study was to make comparisons across cultures, and therefore 'nationality' was a critical item. It was decided to collect multiple forms of nationality (for example, country of birth, nationality and passport nationality) to help with analysis. Section 2.2.2.9 discusses this in more detail.

### 2.2.2.3 Questionnaire 1 – Desired Leadership Values

This research used the GLOBE questionnaire in exactly the same way it was used in the GLOBE research project; it is presented as Questionnaire 1 in **Appendix D**. Each of the 112 items focused on one leadership characteristic and were scored on a 7-point Likert scale. The scaling has the following description:

- 1=This behaviour **greatly inhibits** a person from being an outstanding leader.
- 2=This behaviour **somewhat inhibits** a person from being an outstanding leader.
- 3=This behaviour **slightly inhibits** a person from being an outstanding leader.
- 4=This behaviour has **no impact** on whether a person is an outstanding leader.
- 5=This behaviour **contributes slightly** to a person being an outstanding leader.
- 6=This behaviour **contributes somewhat** to a person being an outstanding leader.
- 7=This behaviour **contributes greatly** to a person being an outstanding leader.

For example, for item 1, *‘Diplomatic – Skilled at interpersonal relations, tactful’* a response of ‘7’ implies that the respondent values *diplomacy* as this ‘contributes greatly’ to their definition of an outstanding leader. If however, a score of ‘4’ was given, this implies that diplomacy has neither a positive nor a negative impact on his or her definition of an outstanding leader – a ‘4’ is a neutral score. If a score of ‘1’ was given, this implies that diplomacy has a significant negative impact on their definition of an outstanding leader. Valid responses were any single number between 1 and 7. Checking/ticking more than one box or leaving all 7 blank were invalid responses.

This questionnaire was given to all the leaders and all the followers whom they nominated. The leaders were also requested to complete Questionnaire 1 so that their desired leadership values could be compared with those of their followers. In the Leadership Fit Report a spider diagram, shown on Page 7 (**Appendix A**), contrasts the two sets of values. For the purposes of this study,

this data was not used for any calculations. **Appendix A**/Page 7 contrasts the two sets of data (follower values versus leader values).

#### **2.2.2.4 Questionnaire 2 – Perceived Leader Behaviours**

The GLOBE researchers used Questionnaire 1 to gather empirical evidence to demonstrate that desired leadership characteristics are culturally bound (Brodbeck et al. 2000; Den Hartog et al. 1997a; House et al. 2001). Their leadership questionnaire focused solely on understanding what contributed to outstanding leadership and what inhibited outstanding leadership.

The principal focus of this research was to measure ‘congruence’ or ‘fit’, and therefore a further questionnaire was required. To measure perceived leader behaviour, the questionnaire and characteristics used for Questionnaire 1 were used without making any changes to the items or the sequence. The only change made was that followers would be required to answer the questions with regard to the perception of their leader’s behaviour. Questionnaire 1 thus measured the follower’s desired leadership values, and Questionnaire 2 measured the follower’s perception of their leader’s behaviour. See **Appendix E** for Questionnaire 2.

For Questionnaire 2 the scale was changed to measure frequency of the observed behaviour, as shown below:-

- 1**=I have **never** observed this behaviour or characteristic in <Named Leader>
- 2**=
- 3**=
- 4**=I have observed this behaviour or characteristic only **sometimes** in <Named Leader>.
- 5**=
- 6**=
- 7**= I have observed this behaviour or characteristic **very frequently** in <Named Leader>.

Specific anchors were omitted for the scores 2, 3, 5 and 6 as it was difficult to find appropriate words that could be translated to describe intervals of “never to

sometimes” and “sometimes to very frequently”. The wording chosen instead for each of the translated questionnaires was:-

*Scores 2 and 3 represent a scaling between **never** and **sometimes**.*

*Scores 5 and 6 represent a scaling between **sometimes** and **very frequently**.*

In Questionnaire 2, item 1 reads, '*Diplomatic – Skilled at interpersonal relations, tactful*'. The response can vary from 1 through to 7. If the respondent gives a score of '7' this would imply that they perceive the named leader to demonstrate diplomacy *very frequently*. If however, a score of '4' was given, this implies that the respondent perceives the named leader to demonstrate diplomacy *sometimes*. Finally, if a score of '1' was given, this implies the respondent's perception that the named leader *never* demonstrates diplomacy.

#### **2.2.2.5 Questionnaire Translation and Back Translation**

Language often causes complications during cross-cultural research (Adler, 1984). When conducting cross-cultural research (Brislin, 2000), local language questionnaires should be used to ensure that items present constructs as defined by the researcher (Sekaran and Martin, 1982). However, local language translations may introduce unintended variations in items, which will cause problems with data comparability. The GLOBE questionnaire had been translated into different languages and back translated, but obtaining them proved difficult, so the decision was made to translate these into the required languages for this research. The Research Office at Cranfield University recommended a translation company that had experience of translating questionnaires that had been designed for research purposes. The English version was used as the principal questionnaire, and from that the following translations were made: Chinese, Dutch, French, German, Japanese, Polish, Portuguese, Russian, Spanish, Turkish and Ukrainian. During preliminary discussions, employees in India, Indonesia, Malaysia, Singapore and Thailand expressed a preference for completing the English questionnaires rather than translations.

In this research, each questionnaire was translated from English into the required language and independently back-translated into English. The translation – back translation method is the best known method for instrument translation (Brislin, 1986). The two translators were asked to discuss the differences between the two English translations and agree upon a final version. A pragmatic approach (Brislin, 1986) was taken in evaluating the accuracy of

the back-translation due to the fact that comparisons would be invalid if translations were different. The emphasis was on the concept, rather than the exact words. There was no evidence, from the subsequent administration or analyses, of translation errors.

Meaning equivalence creates further problems for cross-cultural researchers. It is essential that researchers ensure that the values studied have the same meaning in different cultures (Singh, 1995). Even with translation and back-translation a researcher cannot be confident that value expressions have equivalent meanings in different languages and cultures (Smith and Schwartz, 1997). The process described above was designed to minimise variation in conceptual meaning of the items across cultures. In Section 2.2.3.3 principal components analysis offer evidence concerning conceptual comparability across national cultures.

#### **2.2.2.6 Questionnaire Distribution and Processing**

It was essential to develop a questionnaire distribution plan that maintained confidentiality and was easily accessible for all respondents. Cargill's internal web (Intranet) was considered, but reliability issues had caused problems in some countries, therefore a decision was made to process all the research via Cargill's electronic mail system, and not to use the Intranet. A system was then developed that would require minimal re-typing work. Each respondent would enter information and for each item simply cross/check a box (☒). The information entered would automatically be extracted and placed into a larger database for processing. This approach minimised manual work, kept processing costs to a minimum, and minimised errors.

Once Questionnaire 1 had been returned, Questionnaire 2 was prepared but was not sent for 6-8 weeks. The process was designed in this way to ensure that Questionnaire 2 was answered with a 'fresh mind' rather than being influenced by the answers that the followers gave for Questionnaire 1.

Finally, all the data were collected within 10 months. Recommendations for cross-cultural research are to collect data over a minimum period to avoid issues with comparing data (Sekaran and Martin, 1982).

#### **2.2.2.7 Handling of Errors/Removing Data**

Respondents were required to complete all 112 items on each questionnaire. If items were omitted, questionnaires were returned and respondents were requested to complete the missing items. The outcome of this procedure resulted in 96% completed questionnaires for all 196 leaders. If all 112 items were not answered, then the respondent's data would not be used.



In Section 2.2.2.1 the 21 GLOBE leadership factors were explained. The factors, or leadership characteristics were used as part of the validation process. On occasion, respondents would answer two or three questions in the same factor with significantly different scores. For example, leadership factor 12 is Integrity and consists of four items. If the responses to any two items were significantly different, for example, if question 16 (*Trustworthy*) was answered significantly differently from question 88 (*Honesty*), then this would suggest a possible misunderstanding or simple error. A significant difference was defined as two scores with difference of 4 or more within 1 leadership factor. If this was identified, the respondent was asked to check their responses, but without specifying the question number. The wording for the communication is presented in **Appendix F**.

This procedure was followed for 134 questionnaires out of a total of 4,244; for 32 of the questionnaires returned respondents made no changes, but for 102 questionnaires, respondents revised their response. A small number telephoned the researcher to discuss their scores before making the changes.

One individual responded with '4' (no impact) to every item on Questionnaire 1. When consulted, the follower indicated that he believed that "*Leadership is situational*" and therefore they wanted to reply with a 'neutral' score to each item. The problem that arose was that the degree of fit could not be calculated with a score of '4' to each item. In this case the follower agreed that the best solution was to withdraw his response.

### **2.2.2.8 Leadership Fit Report**

The Leadership Fit Report became a critical product in this research. Participation was voluntary and leaders agreed to participate on the understanding that they would receive a personalised report, believing it would have sufficient value.

The Leadership Fit Report intended to accomplish the following:-

1. Highlight the desired leadership characteristics held by the leader's followers, showing where there is agreement and where there are differences within their group.
2. Highlight the desired values of the leader (leaders were asked to complete Questionnaire 1) and contrast this with the followers' leadership values.
3. Highlight the perceptions that the followers hold of their leader, showing where there is agreement and where there are differences within the group across the GLOBE 21 factors.
4. Highlight the congruence between the desired leadership values and perceived behaviour.
5. Highlight the specific items where the largest differences between desired leadership values and perceived behaviour are present.  
[Note: For most leaders, these differences formed their areas for development, for example, Question 16 – Trustworthy. If each of the 10 followers responded with a 7 for *desired leadership values* [contributes greatly to outstanding leadership] and subsequently, each follower responded with a 3 for *perceived behaviour*, then the

average difference for this item would be 4 which is significant when on maximum scale of 6.

6. Provide access to a significant number of followers across multiple countries so that desired leadership values can be analysed by nationality. This was achieved by making summary information available via the intranet.

Each leader attended a one-to-one feedback session with the researcher. The purpose of the session was to provide a detailed explanation of the report and to encourage the leader to consider where development maybe required.

Due to high demand, a *follow-up* Leadership Fit Report was developed (presented in **Appendix G**). The follow-up report was based on the same principles, but measured the change from the previous report. Currently 60 leaders have participated in the follow-up, all of whom received their first report at least 12 months ago.

A core element of the Leadership Fit Report is the degree of fit or congruence calculation. Section 2.2.3.4 discusses this in more technical detail.

#### **2.2.2.9 Definition of Nationality**

In Section 2.2.2.2 the demographic questionnaire was discussed. There were minor changes made to the one used by the GLOBE research project, one of which was nationality. The GLOBE questionnaire had one data field for nationality and it was decided that this was potentially too limiting for the following reasons. Firstly, in a pilot study, leaders and followers were identified who had dual nationality and held two passports. Some followers had been

raised in one country and had moved as a child and subsequently taken on the nationality of the new country. Their new nationality differed from that of their parents.

The conclusions drawn from the pilot study was that the demographic questionnaire must collect a broad range of data that helps understand the followers' cultural backgrounds.

For the purposes of Phase One, the definition of nationality was how the follower defined it. For example, if they were born in Mexico and moved to America as a child and considered themselves to be American, then this represented the definition of nationality. In Phase Two a different definition was used and this is described in Section 3.2.1.1.

#### **2.2.2.10 Confidentiality Procedure**

A confidentiality procedure was developed as part of this research. Its purpose was primarily for those involved in the administration so they understood what information could and could not be shared. The procedure covered the following areas:

1. Individual responses from followers and leaders were not discussed with anybody other than the respondent. Individual scores were never analysed for any other purpose than validation for the Leadership Fit Report. In the event further discussions were required with others, the respondent had to approve this in an electronic mail.
2. Leadership Fit Report: This was produced by the administrative support staff, reviewed by the researcher and subsequently sent to the leader. Contents of the report were not discussed with anybody

outside of the research team. In some cases the Leadership Fit Report was sent to executive coaches for their review but only after the leader approved this.

3. There were multiple opportunities during the research to discuss the contents of a leader's feedback in meetings where talent and talent development was being discussed. The researcher made other leaders aware that the Leadership Fit Report was a development tool not an assessment tool and under no circumstances were contents ever discussed without the approval of the leader.

### **2.2.3 Measures and Analysis**

This section discusses the data standardisation to control for cultural differences and the principal components analysis.

#### **2.2.3.1 Standardisation by Respondent**

Standardisation is a technique often used in cross-cultural research to minimise the potential impact of social desirability and response bias (Vijver and Leung, 1997; Leung and Bond, 1989). Members of collectivist cultures are believed to use the middle range of the scale, while members of individualistic cultures use a wider range of the scale (Kim et al. 1994). Triandis (1995) recommends a standardisation correction procedure to remove cultural bias from the original 'uncorrected' questionnaires. Standardisation transforms raw data into new measurement variables with a mean of 0 and a standard deviation

of 1. The procedure re-represents the values as standard deviations from the mean (Kachigan, 1991) and uses the following equation:-

$$Z \text{ score} = \frac{\text{Observed Value} - \text{Mean Value}}{\text{Standard Deviation of the values}} \quad (1)$$

This procedure was performed on the desired leadership values data (Questionnaire 1) and on the perceived behaviour data (Questionnaire 2) independently. The standardised data also formed the input for the Principal Components Analysis (described later in this section).

#### **2.2.3.2 Standardisation by Country**

From the data collected, it is possible to report on how individuals differed regarding the value they attach to certain leadership characteristics. It is also possible to compare nations by aggregating all the individual scores in one nationality, and therefore report on a different level of analysis. This is a common approach in cross-cultural research; however, it has been criticised because the results at a cultural level may be different from those at an individual level (Hofstede and Bond, 1984; *The Chinese Culture Connection*, 1987).

Before a comparison of nations can be made, a more accurate method to adopt is that of double standardisation as recommended by Hofstede:-

*“Standardisation can be carried out on the scores of individuals or on the mean scores of groups. The results are not necessarily the same: Standardising individual scores before calculating a group mean in general will lead to a somewhat different rank order of*

*goals than calculating a group mean first, before standardising. Ritti (1964) has recommended “double” standardisation of individual scores as a preparation for factor analysis.” (Hofstede, 2001:75).*

In order to allow comparisons across nations and comparisons across individuals, a second standardisation was performed. As discussed, the first standardisation resulted in an individual having a mean score for all 112 items of 0 and a standard deviation of 1. The second standardisation resulted in each nation having an average of 0 for each item and a standard deviation of 1, as suggested by Leung and Bond (1989). This is known as the double standardisation procedure, and was used for the factor analysis described in the next section.

### **2.2.3.3 Principal Component Factor Analysis (PCA)**

The primary purpose of Principal Factor Analysis (PCA) is generally to reduce the data items and make analysis and reporting easier (Kachigan, 1991). The purpose of the PCA in this research was not to reduce the data items; instead, this procedure was followed firstly, to compare the results with the GLOBE project. Secondly, it is a method of confirming that the psychometric properties (or the nature of the items) (Sekaran and Martin, 1982) that are being measured in both questionnaires are actually considered to be the same in the perception of the respondents. A major concern in cross-cultural research, especially in psychological and organisational behaviour, is the applicability of measures developed in one culture to another culture (Sekaran and Martin, 1982; Vijver and Leung, 1997).

When conducting cross-cultural research, social desirability is an additional potential issue not to be overlooked. Social desirability is defined as the tendency of individuals to present themselves in a favourable light (Podsakoff et al. 1982). It is likely that social desirability will vary across cultures (Hofstede, 1984) and therefore, may create a particularly problematic response bias in cross-cultural research. Additionally, respondents from different cultures vary in the way they typically respond to rating scale formats; some using extremes, for example, whilst others use more moderate responses (Smith and Schwartz, 1997; House et al. 1999; Triandis, 1995).

GLOBE's factor analysis resulted in 21 factors with 13 of the 112 items not loading significantly to any one factor, so before the comparison could be made, a process for developing a new factor structure was determined. The difference between the GLOBE research and this research is that GLOBE did not have a second behavioural questionnaire, and therefore had only one set of data to use. For this research, two PCAs were performed using Varimax rotation (one for desired leadership values and one for perceived behaviour), using double standardised data.

Questionnaire 1 (Desired Leadership Values) - The first PCA was conducted on the double standardised desired value data for all 1,738 responses, having first weighted the data by nation to balance the countries with fewer responses.

Questionnaire 2 (Perceived Behaviour) – The second PCA was conducted on the double standardised perceived behaviour data for all 1,738 responses having first weighted the data by nation to balance the countries with fewer responses. The weighting is a feature in SPSS. The results of the PCA and the limitations of this approach are discussed in Section 2.3.2.



#### **2.2.3.4 Degree of Fit Calculation**

This section describes in detail how the fit calculation was defined to determine congruence. The purpose of the fit calculation was to represent congruence numerically in a way that would be easily understood in the Leadership Fit Report. The method chosen to calculate the degree of fit was based entirely on what the follower desired, not assuming that a certain answer was right or wrong. The fit calculation was based upon a weighted sum of absolute differences between desired leadership values and perceived behaviour.

There are two parts to calculating the degree of fit. The first is to determine the maximum possible gap for each of the 21 leadership factors identified by GLOBE. The second is to calculate a fit score for each item within the factor. An overall fit score was determined for each of the 21 GLOBE factors by taking the fit score for all items as a percentage of the maximum potential misfit. A more detailed explanation with examples follows.

When calculating the degree of fit, a maximum possible gap (or misfit) was calculated first for the leadership factor, for example factor 12 - Integrity. Each follower's scores for the items contained within factor 12 were used to calculate a degree of fit for Integrity. All the scores for desired leadership values were used to determine the maximum possible misfit. For Integrity, four items comprised this factor. If a follower answered '7' to all four items for desired leadership values, this meant it was possible that a follower responded with a '1' for all four items for their perceived behaviour leaving a maximum possible absolute mean difference of 6 for all four questions. In this case it equalled a

maximum misfit of 24. The actual fit scores for all the perceived behaviour were represented as a percentage of a maximum misfit of 24. Each of the 99<sup>3</sup> items was used for calculating degree of fit. Questionnaires 1 and 2 had the same items.

Table 1 shows an example of the scores for 10 questions including an overall degree of fit as a percentage. The research undertaken calculated the degree of fit for all 99 items but represented the results as 21 leadership characteristics. In the example in Table 1, ten questions are used. They could all be related to one of the 21 leadership factors e.g. Visionary. In the detailed calculation all questions were used; the fit is represented at the leadership factor level. In the Leadership Fit Report (**Appendix A**/page 10) all the percentage fit scores for all the followers are presented. Table 1 shows how each of those numbers was calculated. All calculations were based on raw scores. The shaded columns (B and H) represent the scores from the follower. All the other columns were calculated.

---

<sup>3</sup> Only 99 items loaded into the GLOBE 21 leadership factors. 13 items were redundant.

**Table 1 - Example of Degree of Fit Calculation**

|     | <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>Desired Leadership Values</b> | ABS(B-4) | 7-B      | ABS (1-B) | Largest D or E   | C*F<br>Max Misfit Score | <b>Perceived Behaviour</b> | ABS Difference H and B | Misfit I*C       |
| Q1  | 1                                | 3        | 6        | 0         | 6                | 18                      | 4                          | 3                      | 9                |
| Q2  | 2                                | 2        | 5        | 1         | 5                | 10                      | 4                          | 2                      | 4                |
| Q3  | 5                                | 1        | 2        | 4         | 4                | 4                       | 2                          | 3                      | 3                |
| Q4  | 6                                | 2        | 1        | 5         | 5                | 10                      | 3                          | 3                      | 6                |
| Q5  | 6                                | 2        | 1        | 5         | 5                | 10                      | 6                          | 0                      | 0                |
| Q6  | 2                                | 2        | 5        | 1         | 5                | 10                      | 7                          | 5                      | 10               |
| Q7  | 1                                | 3        | 6        | 0         | 6                | 18                      | 1                          | 0                      | 0                |
| Q8  | 2                                | 2        | 5        | 1         | 5                | 10                      | 2                          | 0                      | 0                |
| Q9  | 4                                | 0        | 3        | 3         | 3                | 0                       | 3                          | 1                      | 0                |
| Q10 | 7                                | 3        | 0        | 6         | 6                | 18                      | 4                          | 3                      | 9                |
|     |                                  |          |          |           | <u>Total (G)</u> | <u>108</u>              |                            | <u>Total (J)</u>       | <u>41</u>        |
|     |                                  |          |          |           |                  |                         |                            | Misfit 62.0%           | <b>Fit 38.0%</b> |

ABS = Absolute value - a number without its sign

**Columns Input**

**B** represents the follower's score for desired leadership values.

**H** represents the follower's score regarding perceived behaviour.

**Columns Calculated**

**C** represents the size of spread away from the central score of 4. For example -3 or +3 would equate to 3 points away from the score of 4.

**D** represents the result of 7-B resulting in the spread from the maximum score of 7.

**E** represents the result of 1-B resulting in the spread from the minimum score of 1.

**F** represents the result of the largest of column D or E, which equates to the maximum difference.

**G** represents the spread from the central score multiplied by the maximum difference giving a greater weighting factor to the larger spreads.

**I** represents the absolute difference between the perceived behaviour score (H) and the score of desired leadership values (B).

**J** represents the score of misfit by multiplying I and C.

**Totals Calculated**

Degree of *misfit* is the total misfit score (41) as a percentage of the maximum misfit (108). The degree of *fit* is the reverse score (100-x). In the example above, a *misfit* of 62% would equate to a *fit* of 38% (100-62=38)

If the example in Table 1 were the leadership factor Visionary, the leader would have a degree of fit of 38%. This process was repeated for all the items within all

21 GLOBE leadership factors. A percentage fit score was calculated for each of the 21 factors.

A second 'fit' score was calculated and is part of the Leadership Fit Report in **Appendix A** on pages 17-20 and is titled 'Diff'. It is a measure of difference between desired leadership values and perceived behaviour. This column was added to eliminate errors caused by an earlier version which simply presented the mean difference. The fit score referred to here is calculated at the item level not the leadership factor level. An example will help explain the issue. If followers 1 and 3 responded for desired leadership values with '1' for and followers 2 and 4 responded with '7' then the mean score for all followers would be 6. If the scores for perceived leader behaviour for followers 1 and 3 were '7' and for followers 2 and 4 were '1', the perceived leader behaviour scores also had a mean of 6. If the two means were presented as a difference of means, the difference would be 0 implying a high fit, however, in this example the maximum difference actually occurred because follower one responded 1,7; follower two 7,1; follower three 1,7 and follower four 7,1. This possibility meant that the results could be misleading. The difference score is now calculated as the mean of the absolute differences for each follower for each item. In the example above, the difference would be the mean of 6,6,6,6 which equals 6. There is one final comment to make for this calculation and that is if a score of '4' is used for desired leadership values, the item is not used in calculating the difference because 4 implies the item does not contribute to outstanding leadership.

## **2.3 Results**

This section presents the results from Phase One. The objective of Phase One was threefold; firstly, to collect the data associated with the 196 leaders, secondly, to create a Leadership Fit Report for each leader as well as, provide personalised feedback and thirdly, to summarise the findings for Cargill's senior managers.

### **2.3.1 Descriptive Measures**

A total of 196 leaders participated in this research, each of whom nominated between 8 and 12 followers. A response rate of 96% was achieved. A total of 2,217 followers were asked to participate and responses were received from 2,122. The 4% not processed were due to two reasons: some questionnaires were not returned (total 88) and some were incomplete (total 7). A total of 1,738 followers were included in the analysis. The breakdown of nationality is shown in Table 2.

**Table 2 – Sample size of followers per country**

| <b>Nationality</b> | <b>Number Responses</b> |
|--------------------|-------------------------|
| America            | 610                     |
| GB                 | 156                     |
| Brazil             | 118                     |
| Japan              | 94                      |
| Netherlands        | 77                      |
| Singapore          | 72                      |
| France             | 54                      |
| Turkey             | 47                      |
| Germany            | 45                      |
| India              | 44                      |
| Argentina          | 43                      |
| Switzerland        | 42                      |
| Venezuela          | 42                      |
| Poland             | 41                      |
| Philippines        | 39                      |
| Malaysia           | 36                      |
| Mexico             | 34                      |
| Canada             | 33                      |
| Russia             | 30                      |
| China              | 21                      |
| Australia          | 20                      |
| Spain              | 20                      |
| Indonesia          | 20                      |
| <b>TOTAL</b>       | <b>1,738</b>            |

Demographic data indicated that 64% of the followers were male. Respondents had an average of 16 years of work experience and had been employed by Cargill for an average of 10 years. The mean age of respondents was broken down into four categories; 16% were 30 years old or less; 49% were between 31 and 40; 26% were between 41 and 50, and finally 9% were over 50. Table 3 shows the means and standard deviations for each country.

**Table 3 – Means and standard deviations per country.**

| Desired Leadership Values |      |                | Perceived Behaviour |      |                |
|---------------------------|------|----------------|---------------------|------|----------------|
| Nationality               | Mean | Std. Deviation | Nationality         | Mean | Std. Deviation |
| China                     | 4.69 | 0.30           | China               | 4.48 | 0.31           |
| Indonesia                 | 4.60 | 0.25           | Venezuela           | 4.43 | 0.34           |
| India                     | 4.55 | 0.39           | Argentina           | 4.40 | 0.30           |
| Mexico                    | 4.53 | 0.26           | Indonesia           | 4.40 | 0.27           |
| Malaysia                  | 4.52 | 0.21           | Turkey              | 4.37 | 0.32           |
| Philippines               | 4.49 | 0.44           | India               | 4.35 | 0.39           |
| Venezuela                 | 4.46 | 0.34           | Russia              | 4.33 | 0.37           |
| Turkey                    | 4.46 | 0.25           | Brazil              | 4.31 | 0.37           |
| Brazil                    | 4.40 | 0.28           | Netherlands         | 4.28 | 0.31           |
| Argentina                 | 4.40 | 0.26           | Spain               | 4.27 | 0.30           |
| Spain                     | 4.39 | 0.26           | Mexico              | 4.25 | 0.42           |
| Singapore                 | 4.38 | 0.24           | France              | 4.25 | 0.37           |
| France                    | 4.36 | 0.30           | Malaysia            | 4.23 | 0.33           |
| Russia                    | 4.31 | 0.20           | Switzerland         | 4.22 | 0.34           |
| Netherlands               | 4.29 | 0.21           | Philippines         | 4.21 | 0.38           |
| Australia                 | 4.29 | 0.20           | Germany             | 4.21 | 0.22           |
| America                   | 4.27 | 0.24           | Australia           | 4.19 | 0.34           |
| Japan                     | 4.27 | 0.28           | Poland              | 4.19 | 0.34           |
| GB                        | 4.26 | 0.20           | America             | 4.19 | 0.29           |
| Canada                    | 4.25 | 0.18           | Singapore           | 4.18 | 0.41           |
| Switzerland               | 4.24 | 0.22           | GB                  | 4.13 | 0.32           |
| Germany                   | 4.19 | 0.25           | Canada              | 4.11 | 0.31           |
| Poland                    | 4.15 | 0.25           | Japan               | 4.04 | 0.37           |

### **2.3.2 Results of the Principal Component Analysis**

In Sections 2.2.3.3 the Principal Component Analysis (PCA) was described. The procedure was performed with the data collected from Questionnaires 1 and 2. The primary purpose of the PCA was to determine if the two questionnaires measured the same constructs and that the items had the same psychometric properties. This section discusses the outcome of the PCAs, its limitations and how the results were used to form a new set of leadership factors based on the principal components from the PCA. The criteria used for factor selection was influenced by both literature and application. The literature warned of the limitations of selecting factors based solely on Eigen values greater than 1.0 (Gorsuch, 1983) as this often lead to 'overfactoring' yet using a Cattell's scree test could often lead to 'underfactoring'. Methodologists have regarded too few factors in a model as a much more severe error than specifying too many factors (Cattel, 1978; Rummel, 1970; Thurstone, 1947; Fabrigar et al. 1999). The application that influenced the choice was that the factors must have specificity and uniqueness. Each factor would become part of the Leadership Fit Report. A leader therefore must be able to understand the leadership characteristics that support a factor. The initial factor analysis tests conducted (without Varimax rotation) revealed only 9 factors. This proved problematic due to the fact it was difficult to label each of the 9 factors because of the variability within each factor. When 20 or more factors were produced, each was more specific and it was easier for leaders to understand them. The decision was made to use Eigen values greater than 1.0 accepting the limitations but understanding more factors would be produced.



The PCA for Questionnaire 1 revealed 37 principal components with Eigen values greater than 1.0. The correlations between the principal components were low, suggesting that the PCA had identified independent factors. The highest correlation between principal components was 0.331 between principal component number 6 (dictatorial, ruler and autocrat) and number 27 (ruthless and bossy). The highest correlation for each of the 37 factors was determined and the mean of the highest in each was 0.185. This was considered to be sufficiently low enough.

**Appendix H** contains the Eigen values for Questionnaire 1.

**Appendix I** contains all items for each of the 37 principal components.

**Appendix J** shows the correlations of the 37 principal components from the PCA performed on data from Questionnaire 1.

A PCA for Questionnaire 2 revealed 27 principal components with Eigen values greater than 1.0. The correlations between the principal components were higher when compared with the 37 value factors. The highest correlation between principal components was 0.694 between principal components number 6 (self-effacing<sup>4</sup>, modest<sup>5</sup>, egotistical, intra group competitor and egocentric) and 7 (performance oriented, ambitious, excellence orientated and improvement oriented). The highest correlation for each of the 27 principal components was determined and the mean of the highest was 0.38.

---

<sup>4</sup> Reversed score

**Appendix K** contains the Eigen values for Questionnaire 2.

**Appendix L** contains all items for each of the 27 principal components from the PCA performed on the data from Questionnaire 2.

**Appendix M** shows the correlations of the 27 principal components from the PCA performed on the data from Questionnaire 2.

The next objective was to combine the two sets of principal components into one. Each output was reviewed and identical or similar principal components were identified. For example, Table 4 contains the principal component factor 1 from the first PCA.

---

<sup>5</sup> Reversed score

---

**Table 4 – Example factor from PCA Questionnaire 1**

---

|      |  |
|------|--|
| 1    | 066. Foresight - Anticipates possible future events  |
| 1.01 | 075. Able to anticipate - Able to successfully anticipate future needs                                 |
| 1.02 | 067. Plans ahead - Anticipates and prepares in advance   |
| 1.03 | 013. Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future |
| 1.04 | 071. Intuitive - Has extra insight   |
| 1.05 | 102. Visionary - Has a vision and imagination of the future  |
| 1.06 | 107. Future-oriented - Makes plans and takes actions based on future goals                             |

---

Table 5 contains the principal components factor 3 from the second PCA.

---

**Table 5 – Example factor from PCA Questionnaire 2**

---

|      |  |
|------|--|
| 3.00 | 066. Foresight - Anticipates possible future events  |
| 3.01 | 067. Plans ahead – Anticipates and prepares in advance   |
| 3.02 | 075. Able to anticipate - Able to successfully anticipate future needs                                 |
| 3.03 | 013. Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future |
| 3.04 | 107. Future-oriented - Makes plans and takes actions based on future goals                             |
| 3.05 | 035. Prepared - Is ready for future events   |
| 3.06 | 102. Visionary – Has a vision and imagination of the future  |
| 3.07 | 071. Intuitive - Has extra insight   |

---

Tables 4 and 5 reveal principal components that are very similar. Item 35 in Table 5 was the only item that did not load onto both PCA factors. The proposed new factor contained all the items in Tables 4 and 5 with the exception of item 35. This principal component was subsequently named ‘Visionary’ following a similar naming convention as that adopted in the GLOBE project. This procedure was repeated for all the similar principal components from PCA1 and PCA2. The new 21 principal components were established following the

same procedure and are presented in **Appendix N**, the summary of which is in Table 6.

**Table 6 – The new 21 principal components**

---

| Combined Principal Components<br>from PCA1 and PCA2 |
|---|
| 1. Visionary  |
| 2. Organised  |
| 3. Integrity  |
| 4. Performance Orientation                          |
| 5. Autocratic                                       |
| 6. Normative  |
| 7. Encourager                                       |
| 8. Loner  |
| 9. Modesty  |
| 10. Unreliable/Unintelligent                        |
| 11. Independent                                     |
| 12. Protective/Sensitive                            |
| 13. Risk Averse                                     |
| 14. Friendly/Helpful                                |
| 15. Micro Manager                                   |
| 16. Elitist/Individualistic                         |
| 17. Socially Aware                                  |
| 18. Indirect  |
| 19. Team Building                                   |
| 20. Calm  |
| 21. Motivational                                    |

---

**Appendix O** contrasts the GLOBE factor structure that was established by the GLOBE researchers from their unstandardised data with the new principal components established by this research from double standardised data.

In summary, the two PCAs were performed on two different sets of data (double standardised values and double standardised behaviours) have resulted in 59% of the items (66 of 112) loading onto identical or similar principal components. The following conclusions can be drawn from this:-

1. When comparing the data from Cargill with the GLOBE data, 10 factors were almost identical; the remaining 11 show degrees of difference. The differences were possibly due to the fact that GLOBE only used the leadership values data and it had not been standardised. The proposed new factor structure in this research was a combination of leadership values and perceived leader behaviour data.
2. The two PCAs demonstrated that 66 items show the same or similar psychometric properties. This was deemed sufficient for further analysis in Phase Two of this research.
3. The correlations of the PCAs were not sufficiently high to warrant concern suggesting the principal components were sufficiently independent from one another.

The analysis can be performed at the level of individual and nation although analyses for those nations with fewer than 25-30 followers, in this case 4 of the 23 countries have low power for detecting relationships.

Finally, the 21 principal components were used throughout Phase Two. Phase One focused on GLOBE's 21 factors and became integral to the structure in the Leadership Fit Report. Phase Two focused on the nature of the relationship between congruence and performance which is discussed later.

### **2.3.3 Comparison of Means and ANOVA**

The 1,738 followers represented 23 countries and before any comparisons were made across countries, an understanding of the population means based upon raw data was required. One possibility was *t* tests, but this was discounted

because the number of countries would potentially create a Type I Error (Fleming and Nellis, 2000). Instead a one-way ANOVA test was performed on the raw means for each of the 21 principal components from the two PCAs. The purpose of the ANOVA was to reveal the variances between the country means for each leadership principal component. The ANOVA results are presented **Appendix P** with  $F$  values ranging from 3.73 to 15.6 ( $p < .001$ ) and eta ranges from 0.039 to 0.164. The results show that there were differences across cultures and that they were statistically significant, consistent with other cross-cultural research discussed earlier.

Further analysis was performed to determine where the differences were present. A one-way ANOVA was performed with a *Scheffé* post-hoc test to reveal which country and which principal component have the most differences. The *Scheffé* test was chosen because it is a conservative approach for managing Type I errors and it has the distinction of being one of the safest of post-hoc tests (Graveetter and Wallnau, 2000).

**Appendix Q** presents the first 35 pages of 486 pages from the post-hoc output from SPSS. The first item with a significant difference is on page 23 of Appendix AQ.

**Appendix R** - A summary of these results were produced from Appendix Q and 303 significant differences ( $p < .05$ ) were identified from a possible 10,626. These are presented in Appendix R.

**Appendix S** summarises the countries where the 303 differences are present.

**Appendix T** summarises those leadership factors, which have the most significant differences.

The differences that were found highlight the fact that desired leadership values do vary from nation to nation. In particular, the following items were of significance:

1. The highest 8 scoring differences across means were all associated with the leadership principal component 'independent'.
2. Japan, Poland, Brazil, America and Germany were the nations that recorded the most differences from the other countries.
3. The largest single difference between means (2.78) was between Poland and Argentina with regard to principal component 'independent.'
4. A total of 77% of all the differences were part of 6 principal component factors (Normative, Modesty, Unreliable/Unintelligent, Independent, Friendly/Helpful and Socially Aware).
5. The two countries with the most recorded differences between them were America and Japan. The country with the most recorded number of differences with all other countries was Japan.

### 2.3.4 Principal Component Correlations and Reliabilities

**Appendix U** presents the correlations and Cronbach alphas for all GLOBE's 21 leadership characteristics for desired leadership values and perceived behaviour. The correlations between the independent variables range from – 0.001 (Socially Aware/Indirect) to 0.762 (Team Building/Encourager), indicating that values and perceptions are correlated. The reliabilities (Cronbach alphas) for the desired leadership value scales had a mean of 0.64 and for perceived behaviour a mean of 0.73 which is not high, but many measures used in behavioural sciences are, at best, moderate that is in the range of 0.7-0.8 (Pedhazur, 1997:172) and with a generally accepted level of 0.7 (Nunnally and Bernstein, 1994).

### 2.3.5 Intraclass Correlation Coefficients

Intraclass Correlation Coefficients (ICCs) are used “when one is interested in the relationship among variables of a common class, which means variables that share both their metric and variance” (McGraw and Wong, 1996:30). ICC(1) is calculated as follows:

$$ICC(1) = (ms_b - ms_w) / [ms_b + ((n_g - 1) ms_w)] \quad (1)$$

where  $ms_b$  is the between-group mean square,  $ms_w$  is the within-group mean square, and  $n_g$  is the group size (Bliese, 2000). The strength of ICCs is that they allow determination of how much of the total variability is due to group membership. This technique was used to determine the degree of agreement between those from one country, and also of the followers for a leader. Table 7



highlights the fact that there is some agreement, albeit low, regarding the values that people from one nation place upon desired leadership characteristics. The Intra-class Correlation Coefficients ICC(1) for all these items were statistically significant, and the mean ICC(1) for these items ranged from 0.05 to .22 compared to 0.12 median reported in the organisational sciences (James, 1982). Bliese (2000) suggests a range of 0.05 to 0.20. In contrast, the last column shows a high degree of agreement of followers rating their leader, suggesting that they have a similar perception of their leader.

**Table 7 – ICC(1) Intraclass Correlation Coefficients**

|                             | Nationality    |                | Leader         |                |
|-----------------------------|----------------|----------------|----------------|----------------|
|                             | Values         | Behaviours     | Values         | Behaviours     |
| 01 Visionary                | 0.03***        | 0.05***        | 0.04***        | 0.15***        |
| 02 Organised                | 0.08***        | 0.03***        | 0.08***        | 0.28***        |
| 03 Integrity                | 0.03***        | 0.05***        | 0.08***        | 0.23***        |
| 04 Perform Orientation      | 0.07***        | 0.07***        | 0.18***        | 0.22***        |
| 05 Autocratic               | 0.11***        | 0.06***        | 0.12***        | 0.36***        |
| 06 Normative                | 0.16***        | 0.10***        | 0.16***        | 0.28***        |
| 07 Encourager               | 0.04***        | 0.03***        | 0.09***        | 0.23***        |
| 08 Loner                    | 0.04***        | 0.03***        | 0.05**         | 0.29***        |
| 09 Modesty                  | 0.19***        | 0.12***        | 0.05***        | 0.23***        |
| 10 Unreliable/Unintelligent | 0.15***        | 0.12***        | 0.05***        | 0.23***        |
| 11 Independent              | 0.16***        | 0.11***        | 0.14***        | 0.15***        |
| 12 Protective/Sensitive     | 0.07***        | 0.04***        | 0.05***        | 0.23***        |
| 13 Risk Averse              | 0.08***        | 0.07***        | 0.07***        | 0.18***        |
| 14 Friendly/Helpful         | 0.11***        | 0.07***        | 0.08***        | 0.24***        |
| 15 Micro Manager            | 0.06***        | 0.03***        | 0.06***        | 0.22***        |
| 16 Elitist/Individualistic  | 0.12***        | 0.09***        | 0.05***        | 0.23***        |
| 17 Socially Aware           | 0.14***        | 0.10***        | 0.05***        | 0.23***        |
| 18 Indirect                 | 0.04***        | 0.03***        | 0.05***        | 0.23***        |
| 19 Team Building            | 0.07***        | 0.05***        | 0.08***        | 0.22***        |
| 20 Calm                     | 0.03***        | 0.03***        | 0.10***        | 0.33***        |
| 21 Motivational             | 0.04***        | 0.04***        | 0.05***        | 0.21***        |
| <b>Mean</b>                 | <b>0.09***</b> | <b>0.06***</b> | <b>0.08***</b> | <b>0.24***</b> |

\*\* p<.01    \*\*\* p<.001

### 2.3.6 Comparison with GLOBE's Results

Comparisons were made with published GLOBE results to determine whether similar findings resulted from the two studies. Firstly, the GLOBE 21 factor structure was compared and correlated to the new factor structure.

**Appendix V1 and V2** presents the correlations between the GLOBE structure and the new PCA structure for desired leadership values and perceived behaviour. There are 10 factors appearing in both sets of results, showing a factor correlation of 0.7 or greater. The 10 factors are shown in Table 8:-

**Table 8 – Ten highest correlations between GLOBE and new PCA for desired leadership values.**

| New PCA                     | GLOBE Factor                  | Correlation |
|-----------------------------|-------------------------------|-------------|
| 17. Socially Aware          | 19. Status Consciousness      | 1.0         |
| 2. Organised                | 1. Administratively Competent | 1.0         |
| 3. Integrity                | 12. Integrity                 | 1.0         |
| 4. Performance Orientation  | 16. Performance Orientation   | 0.955       |
| 5. Autocratic               | 2. Autocratic                 | 0.951       |
| 1. Visionary                | 4. Charismatic I – Visionary  | 0.950       |
| 11. Independent             | 3. Autonomous                 | 0.866       |
| 9. Modesty                  | 14. Modesty                   | 0.861       |
| 16. Elitist/Individualistic | 15. Non Participative         | 0.858       |
| 8. Loner                    | 18. Self Centred              | 0.807       |

From the 112 items, GLOBE identified 21 which met their criteria of universally positively endorsed leader attributes and 8 universally negative (Den Hartog et al. 1999). The criteria used by GLOBE were that 95% of the country scores had to exceed 5 on a 7-point scale and the overall country mean had to

exceed 6. GLOBE assessed the items means of 53 countries, the ICC(1) and  $r_{wg}$  and Table 9 has those items that met the GLOBE criteria.

**Table 9 – GLOBE universally endorsed leadership characteristics**

| Item                | GLOBE Factor         | GLOBE Mean |
|---------------------|----------------------|------------|
| Positive            | Inspirational        | 6.03       |
| Trustworthy         | Integrity            | 6.36       |
| Administratively    | Administratively     | 6.02       |
| Just                | Integrity            | 6.02       |
| Win-win problem     | Diplomatic           | 6.05       |
| Encourager          | Inspirational        | 6.14       |
| Intelligent         | Malevolent           | 6.18       |
| Decisive            | Decisiveness         | 6.20       |
| Informed            | Team Integrator      | 6.13       |
| Effective Bargainer | Diplomatic           | 6.10       |
| Foresight           | Visionary            | 6.02       |
| Plans ahead         | Visionary            | 6.17       |
| Motive Arouser      | Inspirational        | 6.22       |
| Communicative       | Team Integrator      | 6.02       |
| Excellence Oriented | Performance Oriented | 6.16       |
| Confidence Builder  | Inspirational        | 6.13       |
| Honest              | Integrity            | 6.11       |
| Dynamic             | Inspirational        | 6.28       |
| Coordinator         | Team Integrator      | 6.00       |
| Team Builder        | Team Integrator      | 6.15       |
| Dependable          | Malevolent (reverse) | 6.17       |

A similar procedure was followed with the responses from 1,738 followers from 23 countries included in this study. Table 10 shows the 10 attributes found in Cargill that were universally endorsed, 6 of which were the same as those found by GLOBE. These 10 were identified using the same criteria as GLOBE.

**Table 10 – Cargill Universally Endorsed Leadership Characteristics**

| <b>Item</b>     | <b>PCA Factors</b>        | <b>Mean</b> |
|-----------------|---------------------------|-------------|
| Improvement     | Performance Oriented      | 6.42        |
| Inspirational   | <Did not load to new PCA> | 6.62        |
| Anticipatory    | Visionary                 | 6.30        |
| Sincere         | Integrity                 | 6.56        |
| Trustworthy *   | Integrity                 | 6.78        |
| Just *          | Integrity                 | 6.32        |
| Win-win problem | <Did not load to new PCA> | 6.19        |
| Encouraging *   | Encourager                | 6.34        |
| Honest *        | Integrity                 | 6.61        |
| Dynamic *       | <Did not load to new PCA> | 6.37        |
| Team Builder *  | Team Building             | 6.41        |

\* denotes the item was a universally required characteristic for GLOBE and Cargill.

It is possible that the strength of Cargill's organisational culture is evident in these results. One aspect of Cargill's culture that was established in the 1860s and is still emphasised today is ethics and integrity. This may suggest why 4 items in Table 10 are associated with integrity.

### 2.3.7 Feedback to Leaders: Explaining the Leadership Fit Report

This section outlines the process used for providing feedback to the leaders who participated. All 196 leaders received a Leadership Fit Report as Phase One developed. It was essential that the leaders knew how to read and interpret the data presented. The purpose of each page of the Leadership Fit Report can be summarised as follow:

**Page 1 – Title Page:** Leader name and title

**Page 2 – Table of Contents:** Contents of the Leadership Fit Report including appendices.

**Page 3 – Introduction:** This introduces the concept of the Leadership Fit Report. The names represent those who completed both questionnaires and whose responses were valid and discussed in Section 2.2.2.7. The names are sorted alphabetically and are not in the same order as the summary fit on page 10 of the Leadership Fit Report.

**Page 4 – Highest and Lowest:** This page shows the mean of the followers' highest and lowest factors following the GLOBE factor structure. In this example of Mary Smith, the characteristics given the highest rating by her followers were Integrity, Performance Orientation, Inspirational, Visionary and Decisive. For each of these characteristics, the leader's overall fit score was reported and this can be compared with an overall Cargill score. This was also repeated for the characteristics that received the lowest mean score. A high fit for a leadership characteristic that scored low (inhibits outstanding leadership) implies the leader did not demonstrate that behaviour. For example, if a group

of followers rated autocracy as very low and the leader had a 90% fit, this would suggest the leader was not autocratic.

**Page 5 – Leader’s Leadership Values:** Each leader was requested to complete Questionnaire 1. The results of their responses are shown on page 5. This allows the leaders to compare **their** values with the values of their followers.

**Page 6 – Followers’ Desired Leadership Values:** This graph represents the mean scores for the desired leadership values for each of the 21 leadership factors, with the vertical lines to represent +1 and –1 standard deviation. This box/square on the vertical graph line represents the mean scores for each of the 21 leadership factors. The purpose of the standard deviation was to help leaders understand the degree of difference within their team. Groups with a greater degree of difference could potentially create more complexity for a leader.

**Page 7 – Leader Values and Follower Values:** This spider diagram represents the leader’s desired values and the followers’ desired values. It enabled significant differences to be easily identified.

**Page 8 – Perception of the Leader:** This graph represents the mean scores for the perception of each of the 21 leadership factors, with the vertical lines to represent +1 and –1 standard deviation. The purpose of the standard deviation was for the leaders to understand the degree of difference within their team regarding perception.

**Page 9 – Desired Values versus Perceived Behaviour:** This graph represents the two previous graphs (pages 6 and 8) overlaid.

**Page 10 – Summary Fit:** This represents all the followers' overall fit for each leadership factor. Blue numbers are those with  $\geq 85\%$  fit. Red numbers are those with  $< 50\%$  fit. The numbers were decided upon arbitrarily and are not significant. Leaders were encouraged to look for themes. For example, if 3 or 4 followers all scored one leadership factor low, it may suggest that there are issues to be resolved.

**Page 11 – Cargill's Highs and Lows:** This page allowed leaders to compare their scores with those of others. Although 196 leaders were used within this research, the database now holds results from over 250 and it is helpful for some leaders to compare their scores with those of their peers. Leaders must be cautioned on comparing their results with the means for Cargill due to the fact that each leader and each leader's situation was different. This information was meant to be informative rather than evaluative.

**Pages 12-13 – Desired Leadership Values - Follower Differences:** These two pages show the specific items from the questionnaire that had the smallest and largest standard deviation. The scores represented the mean for all the leader's followers. This helped the leader to understand where his/her team agree/differed with each other regarding desired leadership values. Leaders were encouraged to discuss these results with their team to help them understand each other's desired characteristics.

**Page 14 – Perception – Follower Agreement/Differences:** The two sets of items on page 14 refer to the perception that the followers have of their leader. The first list shows the items with the highest degree of agreement; the second is where there is the widest disagreement. Agreement and disagreement

are based on standard deviations. The scores represent the mean for all the leader's followers for that item.

**Page 15 – Major and Minor Differences:** The degree of fit is determined for each of the 21 leadership factors as shown on page 10 of **Appendix A**. The items shown on page 15 represent the mean of the absolute differences for a given item calculated for each follower. This helped leaders identify the major gaps and in many cases allowed the leaders to identify themes, which appeared in the first set of data. For example, the values autocracy and bossy have often appeared together. The size of the absolute difference represents the size of gap between what the follower desires and what is perceived. Large gaps could and have led to larger problems for leaders.

**Page 16 – Where next? Advice:** This final page makes suggestions as to what the next steps may be for a leader. Page 16 stresses a critical limitation of the report, and that is to reaffirm that leadership is not just about leaders leading in the way that their team requires. Many leaders who participated thought that they should always aim for a high degree of fit, which may not be appropriate or may even be counter-productive. For example, if the followers do not desire a leader who creates conflict, it may be inappropriate for a leader to avoid creating conflict, as conflict can sometimes stimulate creativity and increased productivity.

**Page 17-20 Appendix 1 – Questionnaire Items:** Each of the 112 items is listed with their respective scores (min, max and mean) for the followers' desired leadership values and perceived behaviour. The final two columns show the mean and standard deviation of absolute differences.



**Page 21 and 22 – Glossary:** Although the questionnaire was distributed in local languages, the Leadership Fit Report is currently only in English. For some non-native English speakers, some of the words used in the questionnaire were difficult to interpret and therefore a glossary of terms was added as **Appendix 2**.

### **2.3.8 Phase One Findings**

Some basic analyses were conducted to provide findings to senior management in Cargill. Two documents were produced for internal distribution that presented the high level findings (see **Appendix W1 and W2**). **Appendix W1** was translated into six languages. The documents were distributed to raise the awareness of cross-cultural differences and similarities. A project of this nature had never been conducted in Cargill before which increased people's interest in the findings from Phase One. The majority of the content focused on just the desired leadership values – there was no detailed discussion on leader congruence. It was considered to be inappropriate to generalise from the congruence reports for 196 leaders to the organisation. A macro analysis was presented to the executive leaders, highlighting where the lower areas of congruence were.

Regarding the findings for desired leadership values, Table 11 reveals the highest 4 (weighted by country) for Cargill were identical to what GLOBE found as 'Highly Positive Characteristics' and the lowest 2 were also identical to what GLOBE found with the exception of Georgia which was not included in the Cargill study (Brodbeck et al. 2000).

**Table 11 – Weighted Means for Phase One with GLOBE factors**

| GLOBE Means - Values - Weighted. |      |                |
|----------------------------------|------|----------------|
|                                  | Mean | Std. Deviation |
| 12 Integrity                     | 6.52 | 0.54           |
| 16 Performance Orientation       | 6.28 | 0.66           |
| 05 Charis II - Inspirational     | 6.23 | 0.54           |
| 04 Charis I - Visionary          | 6.23 | 0.55           |
| 21 Team II - Integrator          | 6.04 | 0.56           |
| 08 Decisiveness                  | 5.93 | 0.64           |
| 01 Admin Competent               | 5.63 | 0.84           |
| 20 Team I - Collaborative        | 5.61 | 0.63           |
| 09 Diplomatic                    | 5.54 | 0.60           |
| 14 Modesty                       | 5.27 | 0.77           |
| 06 Charis III - Self Sacrifice   | 5.00 | 0.87           |
| 11 Humane                        | 4.98 | 1.00           |
| 03 Autonomous                    | 3.97 | 0.96           |
| 19 Status Consciousness          | 3.93 | 1.33           |
| 17 Procedural                    | 3.87 | 0.85           |
| 07 Conflict Inducer              | 3.73 | 0.96           |
| 10 Face Saver                    | 2.45 | 0.97           |
| 15 Non Participative             | 2.28 | 0.87           |
| 02 Autocratic                    | 2.20 | 0.90           |
| 18 Self Centred                  | 1.92 | 0.75           |
| 13 Malevolent                    | 1.60 | 0.52           |

Additionally, other information was gathered for senior management including; the mean overall fit for 196 leaders was 79.5% with a standard deviation of 0.062. The lowest fit was 33% and the highest was 89%. **Appendix X** shows all the 21 leadership factor scores for all 196 leaders. Their names have been removed and replaced with numbers to protect their identities.

An analysis of fit by item was requested by the Chief Financial Officer in order to determine where Cargill should focus attention for development. In Section 2.2.3.4 a fit calculation was discussed that is used in the Appendix of the Leadership Fit Report. The calculation was performed at the item level. In

**Appendix Y** a ranked list of fit per item is presented. In Table 12 the highest 15 and lowest 15 items are presented.

**Table 12 – Ranked Differences in item fit**

| Rank  | Item | Desired       |                              | Gap |
|-------|------|---------------|------------------------------|-----|
|       |      | Leader Values | Question Description         |     |
| 1     | Q105 | 1.13          | Dishonest                    | 0.3 |
| 2     | Q106 | 1.21          | Hostile                      | 0.5 |
| 3     | Q063 | 1.45          | Non-cooperative              | 0.7 |
| 4     | Q064 | 5.91          | Logical                      | 0.7 |
| 5     | Q059 | 1.83          | Cunning                      | 0.7 |
| 6     | Q060 | 6.20          | Informed                     | 0.7 |
| 7     | Q043 | 1.72          | Intelligent                  | 0.7 |
| 8     | Q050 | 1.32          | Vindictive                   | 0.7 |
| 9     | Q088 | 6.61          | Honest                       | 0.7 |
| 10    | Q029 | 4.41          | Unique                       | 0.7 |
| 11    | Q068 | 4.60          | Normative                    | 0.7 |
| 12    | Q081 | 5.14          | Procedural                   | 0.7 |
| 13    | Q109 | 1.68          | Dependable                   | 0.7 |
| 14    | Q097 | 6.19          | Ambitious                    | 0.7 |
| 15    | Q085 | 1.72          | Non-Participative            | 0.8 |
| ----- |      |               |                              |     |
| 98    | Q099 | 1.99          | Micro-manager                | 1.3 |
| 99    | Q025 | 5.99          | Integrator                   | 1.3 |
| 100   | Q086 | 5.22          | Self-sacrificial             | 1.3 |
| 101   | Q014 | 4.31          | Risk taker                   | 1.3 |
| 102   | Q098 | 5.98          | Motivational                 | 1.3 |
| 103   | Q018 | 3.34          | Intra-group Conflict Avoider | 1.3 |
| 104   | Q007 | 3.78          | Autonomous                   | 1.3 |
| 105   | Q032 | 6.31          | Morale booster               | 1.3 |
| 106   | Q023 | 2.15          | Self-interest                | 1.3 |
| 107   | Q037 | 1.94          | Secretive                    | 1.3 |
| 108   | Q089 | 2.63          | Domineering                  | 1.3 |
| 109   | Q076 | 6.23          | Motive Arouser               | 1.4 |
| 110   | Q002 | 2.87          | Evasive                      | 1.4 |
| 111   | Q049 | 2.50          | Risk averse                  | 1.5 |
| 112   | Q012 | 6.61          | Inspirational                | 1.7 |

The value of Phase One to Cargill was evaluated by conducting a basic survey. **Appendix Z** presents the results of a survey conducted with the leaders who had participated in this research. Overall, the results were good, suggesting that the process had a positive affect on the leaders.

Phase One revealed some unique findings during the analysis. An example is a British leader working in Asia who scored highly on most categories. His team consisted of five different nationalities who varied significantly in what they desired from a leader; many scores ranged from '2' through '6' and some were '1' through '7' on their desired leadership values. What made him unique was that fact that their perceptions varied too. For example, person A desired decisiveness and perceived the leader to be decisive, however, person B did not value decisiveness and did not perceive the leader to be decisive. This may illustrate how different cultures can perceive behaviour differently, or how one leader has the ability to adjust his or her leadership style to meet different needs.

Another example was a Swiss leader who nominated 12 followers, each a different nationality. The Leadership Fit Report revealed the extent of difference within his team. Upon further analysis it revealed that his team had the highest standard deviation on desired leadership values for all 196 leaders.

A final outcome of findings during Phase One was the ability to pre-empt leadership issues for individuals. There were 12 leaders who received feedback that highlighted extremely low fit scores, yet their managers still considered them to be high performing and high potential leaders. For confidentiality reasons discussed in Section 2.2.2.10 it was not possible to discuss these issues

with their managers, however, it was possible to look for opportunities to express concerns to the leaders. In 5 cases leaders saw visible evidence of ineffectiveness and the researcher is currently assisting these leaders with making changes to how they lead.

### 2.3.9 Leadership Fit Follow-up Report

Twelve months after the first Leadership Fit Reports were distributed, leaders enquired about a follow-up report. Leaders who had expressed an interest in a follow-up report had addressed known development issues with regard to how they were perceived, and therefore wanted to undergo the process again in order to measure any movement.

A follow-up report was subsequently developed (see **Appendix G**) but the new data that was collected was not used within this research but will be considered for future research. The procedure required the leaders to nominate a minimum of 50% or 5 followers to participate in the follow-up. Followers were requested to only complete the second questionnaire (perceived leader behaviour). Currently 60 of the 196 leaders have completed the follow-up process. The remaining leaders will complete their follow-up but only after a minimum period of 12 months after their first report was completed.

The Leadership Fit Report is a central tool for an internal development programme within Cargill. Leaders have been invited to attend a development forum, which focuses mainly upon development and deepening their leadership skills. The Leadership Fit Report is part of the program and part of the follow-up. The follow-up has allowed managers to analyse the changes made from one leadership development session to the next. **Appendix AA** presents an introductory speech made by a senior leader. This speech was delivered to a class of 18 leaders, all of which had completed the Leadership Fit Follow-up Report.

## 2.4 Discussion

### 2.4.1 Explanation of the results

The results from Phase One can be discussed in two parts. Firstly, desired leadership values and secondly, congruence or fit. Regarding desired leadership values, the results show a distinct overlap with some of GLOBE's findings (Brodbeck et al. 2000). Section 2.3.8 discussed Phase One findings in more detail. The differences were to be found in the detail; for example, in a GLOBE study of 22 countries, Anglo countries ranked Integrity as the 5<sup>th</sup> factor, Nordic and Germanic ranked it 1<sup>st</sup>, Latin Europe ranked it 4<sup>th</sup>, central Europe ranked it 6<sup>th</sup> and East Europe ranked it 4<sup>h</sup>. Cargill, however, ranked Integrity 1<sup>st</sup> for 19 countries and 2<sup>nd</sup> for 3 countries. It is possible that the results are due to the strong organisational culture of Cargill. The country means for each GLOBE factor are presented in **Appendix AB** which highlight the fact that leadership values do differ cross-culturally and in a number of areas such as Poland, China, Russia and Indonesia represent the highest or lowest means for a factor. These differences proved valuable when discussing national differences with Cargill employees before moving abroad for an expatriate assignment. Furthermore they were presented to a Cargill business that was considering a joint venture with a large India organisation. It is important to stress that the number do not in themselves provide answers, however, they do stimulate questions and raise awareness.

## **2.4.2 Contribution**

### **2.4.2.1 To Theory**

Phase One contributed to theory by expanding the work of the GLOBE project. The GLOBE research project had multiple purposes (see Section 2.2.2.1), one of which was gathering empirical data to determine the characteristics which contribute to or inhibit outstanding leadership.

In Phase One, this research went beyond GLOBE's research project by measuring congruence and generating valuable feedback for Cargill managers.

To measure congruence, the research undertaken modified the GLOBE process to gather empirical data on perceived leader behaviour. This approach facilitated collecting commensurate data on desired leadership values and perceived leader behaviour from 2,122 respondents from 57 countries. A total of 66 of the 112 items were measuring the same psychometric properties and can be used in future research.

This research has found universally endorsed characteristics desired by leaders across 23 countries of which one third were the same as GLOBE's findings.

### **2.4.2.2 To Cargill and Practice**

Although Cargill has businesses in 61 countries, a recent independent study concluded that the organisation has not always 'thought' and 'acted' globally. By creating awareness of cross-cultural leadership issues, this project has generated benefits to Cargill as an organisation and to the individuals within Cargill. Senior leaders are now carefully considering aspects of globalisation



and cross-cultural leadership. As evidence of this change the President and Chief Operating Officer recently launched a web discussion with 60 senior managers from around the world encouraging discussion on the characteristics of a global company. Furthermore, the researcher was asked to summarise and present this to the executive leaders. The summary is presented in **Appendix AC**. In addition, the researcher will lead a group of senior leaders in discussing the implications of globalisation in China in March 2004.

This project has also created value in less quantifiable ways. For example, this project has given a 'voice' to the minority cultures within Cargill. The majority of middle and senior level leaders in Cargill are American, Dutch or British. All of these leaders have an excellent command of the English language. It became evident through this research that leaders from other nations felt that their views and values were not always understood within the organisation and often language was cited as the reason. This project has assisted in communicating their concerns and differences and made some core issues visible. For example, in some cultures people show emotions at work more visibly than do Americans, Dutch and the British. Some leaders from Latin America felt encouraged by this study to communicate their belief that demonstrations of emotion, common in Latin culture, should not be discouraged in Cargill. Other leaders felt free to criticise corporate communication because of its extensive use of the English language, which limits some understanding for non-native English speakers. This project facilitated discussion of issues like the foregoing examples with hundreds of people throughout Cargill. The result has been to reinforce Cargill's position that employees should value and understand cultural differences. Discussion

groups have taken place in 4 continents over the course of the research and have been attended by over 400 people.

The Leadership Fit Report has been valuable to individuals within Cargill. Although 196 leaders participated in the research, a further 50 have gone through the process and the feedback has been very positive. Leaders have used the report to increase their understanding of their teams, to increase their self-awareness, and to improve their leadership effectiveness. Leaders have openly discussed the results of their feedback with their team. Of the 60 leaders who have participated in the follow-up, 78% have made some improvements to their lower fit areas. Those who have made significant changes (defined as changes above 10% fit on areas of improvement) represent 29% of this group.

### **2.4.3 Limitations**

The research undertaken for this project was the first attempt of rigorous research by the researcher and therefore it has a number of limitations. This section discusses the limitations from Phase One.

#### **2.4.3.1 General**

This research was conducted in one organisation, Cargill, and it is possible that the findings attributed to culture are not in fact national culture but are due to the unique organisational culture within Cargill. In 1999 an assessment of the Cargill organisational culture conducted in 14 countries showed that ethics and integrity were the strongest elements and the results are presented in **Appendix AD**. Hofstede received similar criticism (Kuchinke, 1999) for his

work because its focus was solely upon IBM, however, given the sheer size of Cargill's operations, the large number of countries in which it operates, and the diversity of industries in which it is active, it is not likely that all differences observed in this study are solely due to factors unique to Cargill.

A second potential weakness is that the sample size for some countries was small. It may be possible in the future to repeat this exercise with 300-400 people from each of the five countries. It is possible that the results may be more significant.

#### **2.4.3.2 Questionnaire**

A further limitation was the questionnaire from GLOBE. Whilst it was developed globally, the researcher felt that there were possible weaknesses that may have affected the project. The first was the GLOBE questionnaire omitted domains of leadership and values that are important in Cargill and may be important in other contexts as well. What makes research of this nature challenging is the fact that questions have to be designed for a broad audience without being exhaustive. Researchers may wish to include items associated with technical knowledge and ability. For example, if the leader is an accountant then research shows there are differences regarding what followers expect their leaders to know. In Cargill Poland, followers expect that leaders know all the answers and a leader would lose face if asked a question they could not answer. In Cargill America this is not the case and leaders can say, "I do not know." Another example found during this research is a leader's ability to listen. There are no questions associated with listening, yet current research highlights this is a critical characteristics for leader effectiveness (Trompenaars

and Hampden-Turner, 2001) and there are wide cultural differences regarding listening and silence (Smith and Bond, 1999).

A further limitation of the questionnaire is the sequencing of some of the questions. Some very similar questions have been sequenced next to each other and are part of the same leadership factor. For example;

**7. Autonomous** - Acts independently, does not rely on others

**8. Independent** - Does not rely on others; self-governing

**15. Sincere** – Means what he/she says, earnest

**16. Trustworthy** - Deserves trust, can be believed and relied

**31. Encouraging** - Gives courage, confidence or hope through reassuring and advising

**32. Morale booster** – Increases morale of subordinates by offering encouragement, praise, and/or by being confident

**66. Foresight** - Anticipates possible future events

**67. Plans ahead** - Anticipates and prepares in advance

**69. Individually-Oriented** - Concerned with and places high value on preserving individual rather than group needs

**70. Non-egalitarian** - Believes that all individuals are not equal and only some should have equal rights and privileges

**99. Micro-manager** - An extremely close supervisor, one who insists on making all decisions

**100. Non-delegator** - Unwilling or unable to relinquish control of projects or tasks

All the items identified above are appropriate for this research, however, the possible limitation is that the sequencing of the items affected respondents' answers. They were identified too late in the research to consider re-sequencing them.

Another possible limitation is that leaders were allowed to select followers for inclusion in the study. It is possible that some leaders chose the followers with the greatest affinity and others desired to have some more candid feedback and therefore chose those with less affinity. Because the Leadership Fit Report was

not intended for performance evaluation and its exclusive use was to assist leaders with their development, it was decided not to prescribe a structure.

Furthermore, the followers were not given a definition of a 'leader'. Earlier in this research it was decided not to define a 'leader' and allow the followers to set their own definition. It is feasible than some followers considered, for example, the President of the United States as their definition of a leader when completing Questionnaire 1, others considered their church pastor, whilst others considered the position their immediate manager held. Although it is possible that followers selected leaders other than their immediate managers, it is not likely that this is a significant problem in this study given the high degree of congruence shown between values and behaviour for many leaders.

In Section 2.1.3 it was noted that Implicit Leadership Theory suggests that individuals hold mental model or schemas regarding what constitutes a good leader from a ineffective leader. A further limitation of this research is the fact that one cannot expect that 112 questions in Questionnaire 1 will allow all the implicit values a person holds about leadership to be made explicit. Therefore, this study makes no claim to have fully mapped the implicit leadership schemas possessed by respondents. However, it is likely that the broad range of values included in the GLOBE questionnaire capture many important elements of valued characteristics of leaders. Furthermore, the GLOBE project researchers use Implicit Leadership Theory in a different way to how it has conventionally been understood (Smith and Peterson, 2002). Traditionally, Implicit Leadership Theory has dealt with those aspects of leadership-related cognition of which respondents are least aware. The original studies provided respondents with cues about both leader behaviour and group performance with

a view to indicating high or low performance distorted perceptions of behaviour (Lord et al. 1978). The GLOBE project applies Implicit Leadership Theory differently in that leadership theory is defined and ideals and attitudes are explicitly expressed (Smith and Peterson, 2002).

#### **2.4.3.3 Leadership Fit Report**

A concluding part of Phase One was to review the process and method of the research. During data analysis, several issues arose that raised concerns regarding the method chosen for calculating the degree of fit. The difference calculation literature was reviewed in more detail and concerns expressed in that literature are discussed in this section.

The degree of fit is the central part of the Leadership Fit Report, and is based on the general premise that a high degree of fit between a leader and his or her followers leads to positive outcomes and higher performance. The Leadership Fit Report seeks to measure the degree of fit between what a follower desires and how the follower perceives their leader. The closer the match between the two sets of data, the higher the fit will be. As discussed in Section 2.2.3.4, degree of fit is measured as a percentage.

The degree of fit calculation is based upon a weighted sum of absolute differences, which is the most popular method to gain an index of similarity or dissimilarity (Johns, 1981). Researchers have typically used bivariate congruence indices of an algebraic  $(X-Y)$ , absolute  $(|X-Y|)$  or squared difference  $(X-Y)^2$  (Edwards and Parry, 1993).

Despite wide-spread use in the fit literature, difference scores have been criticised repeatedly for a variety of reasons (Nunnally, 1962; Cronbach and

Furby, 1970; Edwards and Parry, 1993; Hesketh and Myors, 1997; Nyambegera et al. 2001; Nunnally, 1962; Hesketh and Myors, 1997; Nyambegera et al. 2001). In reviewing the literature that criticises difference scores, three areas of weakness were identified from the degree of fit calculation, all of which are applicable to this study.

The absolute difference scores are nondirectional (Edwards, 1993; Kristof, 1996). The implication for this research is the inability to differentiate between misfit when perception is just above or just below the value required. For example, if a follower states a value of '5' for integrity for desired leadership values and rates their leader with a '3' for perceived behaviour, the result is a misfit of '2'. Likewise, if the follower's perception is '7', this also is a misfit of '2'. One could argue that a misfit of '5' and '3' is more significant than a misfit of '5' and '7'. In other words, is it better to have too much integrity or too little? Resolving this weakness under this existing methodology (weighted sum of absolute differences) would be difficult due to the fact that it would be inappropriate to rate all 112 items and then determine whether positive or negative misfit is a good thing or a bad thing. For example, too much autocracy (perception higher than desired values) may be inappropriate in some countries; however, too little autocracy (perception lower than desired values) in other countries may also be inappropriate. This shows that misfit in both directions could be negative and highlights a weaknesses of non-directional measures.

A second weakness is associated with measuring leader performance or effectiveness. The current method for calculating fit implies that high fit has a positive outcome, when some degree of 'misfit' may be more beneficial for the

leader, the followers or the organisation. For example, if a leader stimulates a high degree of conflict and the followers do not value conflict, the fit would be low. However, leader performance may be higher when the leader stimulates conflict when the conflict is productively oriented towards solving organisational problems. Thus performance outcomes may be enhanced when the perceived behaviour either falls short of or exceeds the amount valued by the followers. Making this the assumption that high fit is good may make intuitive sense, but cannot be demonstrated from the data, as there was no measure of leader performance in Phase One.

A further limitation of the existing method stems from the structure of the values' questionnaire. The 7-point Likert scale has a mid-point of 4, which has a description of 'no impact'. For example, some people may believe that administrative skills are not critical for outstanding leadership. If so, a response of '4' would be given for this question. Followers who then rate their leader's perceived behaviour may respond with '1' (no evidence of administrative skills) or '7' (significant evidence). Regardless of their response for perception, the current calculation would imply that fit has been achieved. An argument can be made that this approach is valid, however, the issue arises when followers respond with a significant number of 4s because it would increase the chance of a leader gaining a higher overall fit. If a follower answered '4' to each question, 100% fit would always be achieved regardless of the perception they held of their leader. A test was performed to ensure that this was not invalidating the results. The correlation between the number of '4's and overall fit was 0.11, so although this may be a technical limitation, it is not believed to have affected the results negatively. The average number of 4s for the 1,738 responses was 16 per



person, which represents 14% when considering there are 112 items. If the questionnaire was a forced distribution and there had to be an even number of responses for all 7 possible answers, then each answer would have 16 scores. Although methodologically this approach has its weaknesses, the low correlation and the number of 4's used suggests that the weakness has not invalidated the results of the Leadership Fit Report. These weaknesses formed the basis for Phase Two to build a stronger research project.

#### **2.4.4 Future research/Next steps**

Regarding Phase One there are 5 specific areas that were considered to develop the research further:-

1. Change the structure of the Leadership Fit Report to reflect the new principal components identified in Phase One.
2. Change the sequence of the questions and consider replacing some of the redundant ones with some new questions specifically focused on Cargill.
3. Incorporate more of the cross-cultural findings by nations into the Leadership Fit Report so that it may assist leaders understanding their team and also raise their awareness of cross-cultural differences.
4. Develop the internal website further and invite people simply to take Questionnaire 1 and provide them with some summarised data per country. This will give more access to data for desired leadership values.

5. Make the Leadership Fit Report part of the development process for high potential leaders. This has been approved and it could be used for all 800 leaders discussed in Section 2.2.1.1.

## **3. PHASE TWO**

### **3.1 Theory**

The theoretical perspective for this research was discussed in Section 2.1. Phase Two builds on findings from Phase One by employing the framework of Implicit Leadership Theory to test the relationship of congruence between follower's implicit views of a leader and perceptions of a leader's behaviour to the leader's performance. At the core of Implicit Leadership Theory is the belief that congruence between what an employee desires from a leader and the leader's perceived behaviour will lead to a positive outcome. The next section discusses research on congruence hypotheses by considering the weaknesses and strengths of alternative approaches.

#### **3.1.1 Congruence Research**

Researchers have been testing congruence theories for many years to demonstrate the impact it has on people's motivation (Huseman et al. 1987), employee retention (O'Reilly et al. 1991), distress (Adams, 1963), stress (Edwards and Rothbard, 1999), performance (Bretz and Judge, 1994) and customer retention (DeCarlo et al. 1999).

Equity Theory (Adams, 1963), for example, proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will be motivated to restore equity. Equitably treated subjects were more content or less distressed than inequitably treated subjects (Carrell and Dittrich, 1978).

Congruence with regard to Equity Theory is the match between what is 'fair' and what is 'perceived'.

Congruence is also central to Self-Discrepancy Theory, which suggests that self-esteem is defined by the match (or the mismatch) between how we see ourselves and how we want to see ourselves (Higgins, 1987). Research has found that employee performance was considered to be higher when self-esteem was evident (Higgins, 1989).

Person-organisation (P-O) and person-environment (P-E) fit is another theory that has attracted the attention of researchers and practitioners in recent years (Kristof, 1996). The theory suggests that a person will be satisfied with their job if their needs are fulfilled by the environment in which they work. P-O and P-E congruence can lead to employee satisfaction. Researchers suggest that satisfaction can lead to increased employee retention (O'Reilly et al. 1991) and greater employee performance (Bretz and Judge, 1994).

Another form of congruence research focuses upon the match between the values that two people hold (Chong and Thomas, 1997). Burns (1978) considers transformational leadership to be a relationship wherein leaders and followers raise one another to higher levels of motivation. Their purposes become fused, leading to greater leader-follower congruence in value hierarchies. Thus, value system congruence between leader and follower is among the most important characteristics of transformational leadership (Krishnan, 2002). Robert Haas, Levi Strauss & Co. Chairman and CEO, has argued that alignment with organisational values and personal values is the key driver of corporate success (Posner and Schmidt, 1992).

Value system congruence between leader and follower could be defined as the extent of agreement between the leader's value system and the follower's value system. Value congruence between employees and their supervisors has been found to be significantly related to employee satisfaction and commitment (Meglino et al. 1989). Posner (1992) found that perceived value congruence was directly related to positive work attitudes. Weiss (1978) found that people aligned their values with the values of their leader if they perceived their leader to be competent and successful. Value congruence indicates a harmonious relationship between leader and subordinate, and should therefore result in greater satisfaction over time. Value congruence also indicates a strong identification of the subordinate with the leader (Krishnan, 2002).

Drawing from Implicit Leadership Theory, this study tests the hypothesis that congruence between a follower's desired leadership values and his or her perceptions of the leader's behaviour will lead to higher performance assessed from the follower's perspective. Stated differently, the congruence hypothesis predicts that leader performance will be maximised when perceptions of the leader's behaviour match the followers' values; and that performance will decline as behaviour deviates from values in either direction. Inherent in this prediction is the notion that when the level of perceived behaviour is less than the level valued by the follower, performance suffers. Conversely, performance suffers when the level of perceived behaviour exceeds the level valued by the follower. The forgoing idea may be stated more formally as a hypothesis:

H1a: Leader performance will be maximised when perceived behaviour is equal to desired leadership values, performance will decline as behaviour deviates from leadership values in either direction. Moreover, the congruence

hypothesis implies that when the level of perceived behaviour matches the level valued, regardless of the absolute level involved, performance will remain constant. This prediction derives from the notion that it is the congruence of values and behaviour that leads to performance rather than any benefit stemming from the value or the behaviour itself.

H1b: Performance will not vary as behaviour and values vary under the condition that they are equal.

Hypotheses H1a and H1b capture the prediction that congruence between follower values and leader behaviour leads to positive outcomes. However, a central prediction in this project is that the joint relationship of values and behaviour to outcomes varies by national culture. As discussed earlier in sections 2.1.4, national culture is expected to influence not only an individual's preferences for certain leadership characteristics but also their interpretations of leader behaviour. Accordingly, the joint effects of follower values and perceived leader behaviour on performance may be expected to vary by national culture. This reasoning leads to Hypothesis 2 below:

H2: The relationship of behaviour and values to performance will vary by national culture.

It is now important to recognise that it is not logically possible for Hypotheses 1a and b to be fully supported and for Hypothesis 2 to be fully supported. Hypothesis 2, stipulating that the relationship of values and behaviour to performance varies across culture, necessarily invalidates the prediction encapsulated by H1a and b, which predicts that congruence maximises performance.

In summary, congruence research has historically relied on variations of difference score calculations to determine the degree of fit between two or more variables. Section 2.4.3.3 discussed a number of weaknesses with the Leadership Fit Report, one of which was the use of difference score calculations to measure fit. Although weighted absolute differences have been used extensively (Johns, 1981) they have their limitations; the major one being that they collapse two variables into one new variable, losing some of the characteristics that the two variables originally had.

Alternative approaches to congruence have been recommended (Johns, 1981; Edwards and Parry, 1993) which eliminate some of the concerns expressed earlier about difference scores. Edwards (1995) recommends an approach combining the use of Polynomial Regression Equations with Response Surface Methodology, which was followed in Phase Two of the dissertation. Kristof (1996), in her research assessing Person-Organisation Fit, concluded by recommending: “in the future, research should be conducted that uses both traditional methods for assessing fit and the polynomial regression equations recommended by Edwards.”

## 3.2 Methods

### 3.2.1 Sample

#### 3.2.1.1 Selection of Countries to Analyse

Phase One collected data from 1,738 followers associated with 196 leaders representing 23 countries. The five countries with the largest numbers of respondents were selected for more detailed analysis in Phase Two, as shown in Table 13. The sample for Phase Two included America, Great Britain (GB) and the Netherlands representing the dominant cultures in Cargill's leadership, and included at least one country from each continent in which Cargill operates.

**Table 13 – Follower nationalities**

| <b>Countries</b> | <b>Followers</b> |
|------------------|------------------|
| America          | 537              |
| GB               | 136              |
| Brazil           | 108              |
| Japan            | 87               |
| Netherlands      | 65               |
| <b>TOTAL</b>     | <b>933</b>       |

The data from followers from America, Great Britain, Brazil, Japan, and the Netherlands (N=933) represent 53% of the total data and were analysed in Phase Two. The number of followers from each country differ from what was stated in Section 2.3.1/Table 2. For Phase One, each follower defined his or her nationality. For example, if a follower was born in Mexico, raised in Mexico and moved to America and now considers himself or herself an American (due to



their passport), then this research considered them as American. In Phase Two, this definition was revised to be more restrictive to ensure cultural homogeneity within each group. Followers were removed from analysis in Phase Two for any of three reasons. Firstly, if they held dual citizenship, secondly, if they were raised by parents of differing nationality and finally, if they had lived outside of their home country for a significant number of years. These followers were removed, not because their views were less important, but to increase cultural homogeneity. The purpose of this analysis was to look at the core nationalities and it was believed that views held by followers who experience multiple cultures may vary significantly from those whose experiences were within a single culture. The 5 countries had a total of 1,055 followers, however, 122 followers were removed due to the criteria described above leaving 933 followers for Phase Two. It could be argued that the 122 followers that were removed actually represented a group worth further investigation. This is true, however, a sample of this size was too small for 5 countries for further analysis.

### **3.2.2 Procedure**

Phase Two was conducted on a sub-set of the data collected in Phase One. In Phase One a detailed account was given of how the 196 leaders were selected and the conditions for those leaders nominating followers. No additional data was collected for Phase Two. In Phase Two, the 933 followers were associated with 148 leaders.

### **3.2.3 Variables and Measures**

### **3.2.3.1 Selection of Dependent Variables – “Leader Performance”**

The Leadership Fit Report was unable to show the relationship between ‘fit’ and ‘performance’ because a measure of performance was not part of Phase One. Two measures of leader performance were subsequently obtained from Cargill but both were rejected as dependent variables measuring performance because of concerns about scaling, reliability issues and validity issues. The first was a measure of overall performance. It was measured on a 5-point scale, and was a rating agreed once per year between an employee and their manager. Of a total of 196 ratings, 64 were incomplete. Preliminary analyses were conducted and the results showed no significant findings. The second was an aggregated measure of 15 leadership characteristics including both technical, and behavioural characteristics. The characteristics were problematic because multiple characteristics were considered as part of 1 item. For example, *‘Behaviour 3: Creates a high performance operating culture which emphasizes the customer, teamwork, personal accountability and positive reinforcement. Models the desired behaviours personally and reinforces desired behaviours at all levels of the organization.’* It was difficult to determine what this actually measured. Aggregated measures imply that the constituent characteristics share the same functional relationship with the dependent variable; an assumption which is frequently unsupported (Edwards and Bagozzi, 2000). A total of 92 of 196 ratings were obtained, and preliminary analyses were insignificant. The correlation between the two organisational measures of performance was 0.24. Due to the fact that both measures incorporated serious

flaws and produced results of little significance, the organisational measures were discarded. The flaws of these two performance measures were discussed internally with Cargill managers who agreed that there were known problems with both measures.

Polynomial Regression Equations test the nature of the relationship between two or more independent variables and a dependent variable. Therefore a dependent variable for the regression equation was required that currently did reside within the data collected.

Table 14 ranks leadership characteristics by desirability in the shaded areas taken from the responses to Questionnaire 1. The means in Table 14 represented the most and least desired characteristics from 1,738 followers and were weighted by country to prevent the larger countries from dominating the mean scores. Due to the fact there was almost unanimity amongst each country regarding the most and least desired characteristics, the sponsors in Cargill decided that any leader who was perceived to have low levels of the first 4 or to have high levels of the last 4 characteristics was unlikely to be perceived to be an effective leader in Cargill. Therefore, the set of behavioural measures corresponding to the 4 desirable and 4 undesirable characteristics were designated as measures of performance. Each of the 8 behavioural characteristics were used as measures of leader performance in the regression equations as dependent variables.

**Table 14 – Leadership Values (Ranked)**

| <b>Leadership Factor</b>          | <b>Raw Mean</b> |
|-----------------------------------|-----------------|
| <b>03 Integrity</b>               | <b>6.589</b>    |
| <b>07 Encourager</b>              | <b>6.364</b>    |
| <b>04 Perform Orientation</b>     | <b>6.341</b>    |
| <b>19 Team Building</b>           | <b>6.306</b>    |
| 21 Motivational                   | 6.070           |
| 01 Visionary                      | 6.045           |
| 20 Calm                           | 5.891           |
| 02 Organised                      | 5.394           |
| 09 Modesty                        | 4.824           |
| 12 Protective/Sensitive           | 4.796           |
| 14 Friendly/Helpful               | 4.715           |
| 06 Normative                      | 4.663           |
| 11 Independent                    | 3.895           |
| 17 Socially Aware                 | 3.628           |
| 13 Risk Averse                    | 3.082           |
| 10 Unreliable/Unintelligent       | 2.780           |
| 18 Indirect                       | 2.389           |
| <b>16 Elitist/Individualistic</b> | <b>2.210</b>    |
| <b>08 Loner</b>                   | <b>1.981</b>    |
| <b>05 Autocratic</b>              | <b>1.958</b>    |
| <b>15 Micro Manager</b>           | <b>1.715</b>    |

Note: The means are based on a scale of 1-7. A score of 7 implies that it “*greatly contributes*” to outstanding leadership. A score of 1 implies that it “*greatly inhibits*” outstanding leadership. These 21 factors were developed as part of Phase One.

The shaded areas represent the highest valued and least valued leadership characteristics.

### 3.2.3.2 Selection of Independent Variables

Regression equations are useful for explaining variance in a dependent variable with independent variables. If there is little or no variance found in either the independent or dependent variables, regression equations will produce results with no or little significance. Before performing the regression analysis, each of the 21 factors were inspected to determine whether variance was sufficient for analyses.

Table 15 shows the variance for desired leadership values from the raw scores. For characteristics with low variance, there was little likelihood that these factors could explain variance in the dependent variable.

**Table 15 – Variance of values (raw)**

| <b>Leadership Factor</b>    | <b>Variance</b> |
|-----------------------------|-----------------|
| 03 Integrity                | 0.247           |
| 19 Team Building            | 0.315           |
| 10 Unreliable/Unintelligent | 0.322           |
| 01 Visionary                | 0.345           |
| 04 Perform Orientation      | 0.352           |
| 07 Encourager               | 0.381           |
| 20 Calm                     | 0.438           |
| 15 Micro Manager            | 0.595           |
| 08 Loner                    | 0.613           |
| 06 Normative                | 0.625           |
| 21 Motivational             | 0.654           |
| 02 Organised                | 0.658           |
| 05 Autocratic               | 0.663           |
| 14 Friendly/Helpful         | 0.789           |
| 16 Elitist/Individualistic  | 0.845           |
| 18 Indirect                 | 0.859           |
| 13 Risk Averse              | 0.911           |
| 09 Modesty                  | 1.068           |
| 12 Protective/Sensitive     | 1.171           |
| 17 Socially Aware           | 1.768           |
| 11 Independent              | 2.505           |

For example, Cargill sponsors believed that Integrity would have strong relationship to overall leader performance. However, if Cargill leaders vary little in the amount of integrity they possess, this factor will not explain variance in their performance. Not surprisingly, the results for Integrity as an independent variable were inconclusive. Principal components with low variance may constitute core values in the organisational culture of the company. For example, ethics and integrity have been stressed by Cargill management since the organisation's beginnings in 1865. In contrast to the low variance of some desired characteristics, Table 16 however, shows greater variance in the perceived behaviour of leaders.

**Table 16 – Variance of Perceived Behaviours**

| <b>Leadership Factor</b>    | <b>Mean</b> | <b>Variance</b> |
|-----------------------------|-------------|-----------------|
| 10 Unreliable/Unintelligent | 2.909       | 0.638           |
| 04 Perform Orientation      | 5.959       | 0.724           |
| 01 Visionary                | 5.350       | 0.727           |
| 06 Normative                | 5.171       | 0.767           |
| 03 Integrity                | 5.994       | 0.947           |
| 19 Team Building            | 5.527       | 0.956           |
| 02 Organised                | 5.389       | 1.114           |
| 13 Risk Averse              | 3.848       | 1.270           |
| 16 Elitist/Individualistic  | 2.471       | 1.311           |
| 21 Motivational             | 4.954       | 1.318           |
| 20 Calm                     | 5.327       | 1.372           |
| 08 Loner                    | 2.281       | 1.405           |
| 14 Friendly/Helpful         | 4.817       | 1.408           |
| 12 Protective/Sensitive     | 4.479       | 1.412           |
| 07 Encourager               | 5.288       | 1.502           |
| 18 Indirect                 | 2.448       | 1.598           |
| 05 Autocratic               | 2.508       | 1.726           |
| 09 Modesty                  | 4.899       | 1.833           |
| 15 Micro Manager            | 2.546       | 1.878           |
| 17 Socially Aware           | 4.072       | 2.158           |
| 11 Independent              | 4.503       | 2.250           |

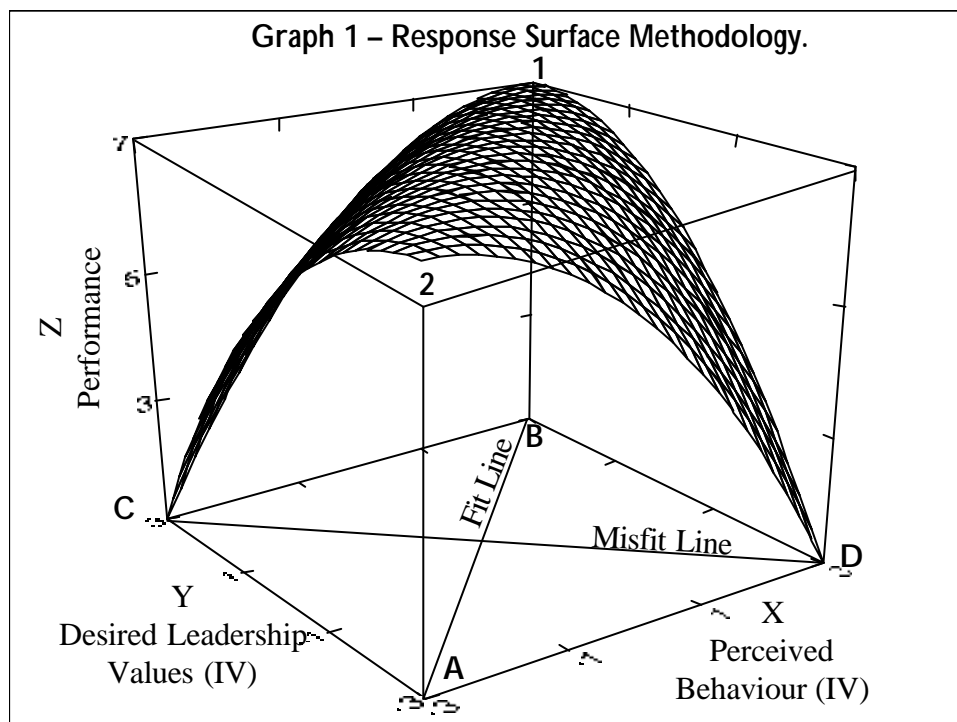
The variances identified in Tables 15 and 16 served as cues for anticipating significant results. Table 17 summarises the preceding discussions regarding variable selection by naming the independent and dependent variables used in analyses for Phase Two.

**Table 17 – Dependent and Independent Variables**

| <b>Organisational Performance</b><br><i>(Dependent variables)</i> | <b>Values and Perception</b><br><i>(Independent variables)</i> |
|---|--|
| 03 Integrity  | 01 Visionary   |
| 07 Encourager   | 02 Organised   |
| 04 Performance Orientation  | 06 Normative   |
| 19 Team Building  | 09 Modesty   |
| 16 Elitist/Individualistic  | 10 Unreliable/Unintelligent                                    |
| 08 Loner  | 11 Independent   |
| 05 Autocratic   | 12 Protective/Sensitive  |
| 15 Micro Manager  | 13 Risk Averse   |
|   | 14 Friendly/Helpful  |
|   | 17 Socially Aware  |
|   | 18 Indirect  |
|   | 20 Calm  |
|   | 21 Motivational  |

### 3.2.4 Analysis

Polynomial Regression Equations enable the joint relationship between the values and perceptions of behaviour on a dependent variable to be fully modelled and tested. Response Surface Methodology is a graphical technique for representing the polynomial regression equations. Graph 1 shows a response surface of the congruence hypothesis central to this research. The joint relationship of values and perceived behaviour can be understood by focusing attention on two lines, labelled as the lines of *fit* and *misfit*, respectively. The shape of the surface along the fit and misfit lines tests critical hypotheses regarding the relationship of values, perceived behaviour and performance.





The axes are labelled X, Y and Z. X and Y represent the independent variables. For this research they are desired leadership values (Y) and perceived behaviour (X). Z is the measure of leader performance and is the dependent variable. The regression equation predicts Z based on the relationship between X and Y. Each axis X, Y ranges from low to high (e.g. -3 to +3), with low being at the nearest point on the graph. On the base of the graph are two lines with labels A-B and C-D. A-B is referred to as the line of fit and is defined by the equation  $X = Y$ . Any deviation from the A-B line implies that there is a misfit between X and Y. Points 1-2, along the fit line, represent the effect of X and Y on Z under the condition that  $X = Y$ . At point 1, X and Y are both high and Z is also high. At point 2, X and Y are low and Z is high. The congruence hypothesis implies that performance (Z) will not vary as X and Y increase, but rather that it is congruence itself that is associated with high performance. C-D is referred to as the line of misfit and is defined by the equation  $X = -Y$ . Point C and point D, along the line of misfit, exhibit the predicted effects of incongruence. At Point C, where X is high and Y is low, Z is low consistent with the predicted negative effects of incongruence. At Point D where X is low and Y is high, Z is also predicted to be low due to the incongruence between X and Y.

In summary, using Polynomial Regression Equations and Response Surface Methodology allows a more complex and accurate understanding of the nature of the relationship between values, perception and performance. Furthermore, this approach facilitates testing hypotheses of congruence.

The congruence hypotheses, H1a and H1b, may be tested with a polynomial equation testing the joint effects of values and perceptions of behaviour as illustrated below:

$$Z = b_0 + b_1X + b_2Y + b_3X^2 + b_4XY + b_5Y^2 + e \quad (3)$$

where  $X$  represents perceptions of leader behaviour,  $Y$  represents follower's values, and  $Z$  indicates the dependent variable. Equation (3) tests for the direct effects of values and behaviour on outcomes but also accounts for possible curvilinear effects, and the interaction of values and behaviour. The coefficient on  $X$  ( $b_1$ ), is the size of the direct effect of  $X$  holding the effects of the other variables constant. The coefficient of the squared values of  $X$  and  $Y$  capture the curvilinearity in their relationships to  $Z$  and the coefficient on  $XY$  represents the interaction.

Hypotheses H1a and b predict the shape of the response surface along the lines of misfit and fit respectively. Specifically, H1a predicts that the outcomes are maximised when values equal behaviour and that outcomes decline as behaviour deviates from values. This prediction corresponds to an inverted U shape along the line of misfit and is signified by a null slope and negative curvature at the midpoint of the misfit line (i.e.  $X = -Y$ ). The hypothesis of null slope and negative curvature may be tested by using Equation (3). The shape of a surface along the breach line is found by substituting the formula for this line into Equation 3 (Edwards and Parry, 1993), which yields:

$$Z = b_0 + (b_1 - b_2)X + (b_3 - b_4 + b_5)X^2 + e. \quad (4)$$

The term  $(b_3 - b_4 + b_5)$  represents the curvature of the surface along the misfit line, and the term  $(b_1 - b_2)$  represents the slope of the surface along the misfit line at the point where  $X$  and  $Y$  equal the mean of their means. A negative and significant quantity  $(b_3 - b_4 + b_5)$  indicates negative curvature and an insignificant quantity  $(b_1 - b_2)$  indicates null slope in support of H1a.

H1b predicted that outcomes would not vary as values and behaviour increased under the condition that they were equal. This hypothesis corresponds to a flat shape of the response surface along the fit line as indicated by null slope and null curvature and may be tested with Equation (3) as follows. Substituting the formula for the fit line (i.e.  $X = Y$ ) into Equation (3) yields the following equation:

$$Z = b_0 + (b_1 + b_2)X + (b_3 + b_4 + b_5)X^2 + e. \quad (5)$$

The terms  $(b_1 + b_2)$  and  $(b_3 + b_4 + b_5)$  refer to the slope of the surface and the curvature of the surface along the fit line, respectively, at the point where  $X$  and  $Y$  equal the mean of their means. Insignificant quantities for the terms  $(b_1 + b_2)$  and  $(b_3 + b_4 + b_5)$  are evidence in support of H1b.

The quantities representing slope and curvature of the fit and misfit lines can be easily tested in the statistical program SYSTAT, which automatically computes their standard errors and reports significance levels. However, hypotheses involving shapes of the surface along fit and misfit lines may also be tested in SPSS and other standard statistical packages through alternative procedures.

In summary, support for the congruence hypothesis would be evidenced by null slope and negative curvature along the misfit line, and by null slope and null curvature along the fit line. Table 18 represents the expected pattern of results in summary form.

**Table 18 – Expected pattern of results for hypothesis test**

|             | Fit Line      |                     | Misfit Line   |                     |
|-------------|---------------|---------------------|---------------|---------------------|
|             | Slope         | Curvature           | Slope         | Curvature           |
|             | $(b_1 + b_2)$ | $(b_3 + b_4 + b_5)$ | $(b_1 - b_2)$ | $(b_3 - b_4 + b_5)$ |
| (predicted) | Ø             | Ø                   | Ø             | negative            |

Table 18 assumes that the dependent variable for leader performance is a characteristic that is highly desired, for example, Integrity. In Section 3.2.3 the dependent variables were discussed. There were 8 chosen, 4 of which represent characteristics desired by Cargill followers and 4 represent undesirable characteristics. An example of one the undesirable dependent variables is Loner, which was operationalised as ‘somebody who avoids people, works separately and is distant or aloof’. For a highly desired dependent variable curvature along the misfit line should be negative as shown in Table 18, however, this curvature should be positive when the dependent variable is not desired, as is expected for Loner.

The results of tests involving Equation (3) may be plotted as a three dimensional surface to illustrate significant results as was done in Graph 1 illustrating the congruence hypothesis.

Hypothesis 2, predicting that the effects of values and behaviour on performance will vary by national culture, may be tested by treating national culture as a categorical moderator of the independent variables in Equation 3. Given that data from five countries is involved, four dummy codes are sufficient to capture variation across culture; accordingly, America = D1, Brazil = D2, Great Britain = D3, the Netherlands = D4, and Japan was the omitted variable. The moderated equation was generated by multiplying each dummy coded

variable by each variable in Equation (3) yielding an equation with 29 variables and a constant. Although the resulting equation appears unwieldy, hypothesis testing is straightforward when following ordinary procedures for regression analysis with dummy codes (Pedhazur, 1997). The test for Hypothesis 2 was a joint test of the significance explained by the moderating variables in the full equation. A significant F ratio was evidence in support of Hypothesis 2 suggesting that national culture explained variation in performance above and beyond that explained by the quadratic equation involving values, behaviour, their squared and interaction terms.

All combinations of values, behaviour and performance, where support for Hypothesis 2 was indicated by the significant F test, were subjected to further exploratory analysis to test the nature of the variation by national culture. Specifically, the congruence hypothesis described in H1a and H1b was used to test the relationship of values and behaviour to performance within each culture. The congruence hypothesis provided a point of reference for describing differences across cultures by assessing the extent of the deviation from congruence. The approach described in the foregoing paragraphs for testing hypotheses regarding response surfaces was readily adapted to the full polynomial equations involving dummy codes for each country. The full polynomial equation contains terms for each country corresponding to  $X$ ,  $Y$ ,  $X^2$ ,  $XY$ , and  $Y^2$  and was tested as described above.

In summary, 8 dependent variables (DV) were regressed on 13 commensurate pairs of independent variables (IV), referring to Sections 3.2.3.1 and 3.2.3.2 respectively, to test Hypothesis 1 regarding congruence and Hypothesis 2 regarding variation in congruence by national culture. Although

the primary focus was the relationship between the eight DVs and 13 IVs (total 104), the additional analyses included all leadership factors against the 8 DVs totalling 160 regression equations. The 160 regression equations were performed twice, first with all 933 followers for testing Hypothesis 1 and second, controlling for country for testing Hypothesis 2.

Finally, for each of the 160 Polynomial Regression Equations, which supported Hypothesis 2, the equations for slope and curve of the surface along the lines of fit and misfit were tested.

#### **3.2.4.1 Mean Centred Data for Regression Equations**

All the data were standardised in Phase One for the principal component analysis. Each follower answered 112 items and the data were standardised so that each case (follower) had a mean of 0 and a standard deviation of 1. Research suggests a different approach for Polynomial Regression Equations for independent variables. Aiken and West suggest the following:

*Often in social science research  $X$  and  $Z$  are measured on interval scales in which the value zero has no meaning. If some behaviour were predicted from a measure of motivation ( $X$ ) and a 7-point scale ( $Z$ ) ranging from 1-7, the regression coefficient for  $Y$  and  $X$  would be the slope of  $Y$  on  $X$  at the value  $Z=0$ , a value not even defined on the scale! However, when predictors are centred, then the value of 0 is the mean of each predictor. Hence, if  $Z$  is centred, then the  $b_1$  coefficient for  $X$  represents the regression of  $Y$  on  $Z$  at the mean of the  $Z$  variable. Centring produces a value of zero on a continuous scale that is typically meaningful (Aiken and West, 1991:37).*

This subject is also discussed with regard to predictors in Polynomial Regression Equations (Cohen et al. 2003:201), and they “strongly recommend the use of centred polynomial equations” in order to make the results more meaningful.

For dependent variables, Cohen et al. (2003:266) recommend that they are not centred and that raw data should be used for analyses. The predicted score, when left in its original scale, will also be in the units of the original scale, and will have the same arithmetic means as the observed criterion scores. All the regression equations within this study used centred predictors (mean zero and standard deviation unchanged) and raw scores have been used for all predicted scores.

#### **3.2.4.2 Multicollinearity**

Correlations between the independent variables ranged from  $-0.001$  (Socially Aware/Indirect) to  $0.762$  (Team Building/Encourager) as shown in **Appendix U**. Inspection of the correlations indicated that values and perceptions were correlated with each other, and specifically that pairs of values and perceptions referring to the same item were correlated. Multicollinearity among the independent variables may bias estimates of the true relationships among variables because shared variance is partialled away (Pedhazur, 1997; Cohen et al. 2003) and multicollinearity raises the question of whether correlated variables represent different theoretical constructs. However, there is no agreement on what constitutes a high level of collinearity (Pedhazur, 1997). A corrected correlation between pairs of values and perceptions was calculated by incorporating their reliabilities to estimate a true correlation. In

all cases, corrected correlations were less than 1, meeting a minimal standard for suggesting that variables, although correlated, were still measuring distinctly different constructs (Pedhazur, 1997:172).



### 3.3 Results

#### 3.3.1 Descriptive Measures

Section 3.2.3 discussed how the variables were chosen for the independent and dependent variables. The Polynomial Regression Equations helped in understanding the nature of the relationship of 21 leadership characteristics from the principal component analysis (independent variables) with 8 measures of leader's performance (dependent variables). **Appendix AE** presents the mean centred means for the 21 principal components identified in Phase One. They were used as the independent variables for the regression equations of which 13 were key IVs. **Appendix AF** presents the raw means for 8 of the 21 principal components that were used as dependent variables.

**Appendix AG** presents the correlations for the desired leadership values and perceived behaviour for each of the 5 countries being studied in Phase Two. For example, the desired leadership values for 'Visionary' is correlated with the perceived behaviour scores 'Visionary'. Inspection of these correlations revealed a range from a low of 0.090 for 'Micro Manager' to a high of 0.444 for 'Socially Aware'. A country analysis revealed for America, the low was 0.086 for 'Calm' and a high of 0.466 for 'Socially Aware'. For Brazil the low was 0.031 for 'Micro Manager' and a high of 0.421 for 'Normative'. For Great Britain the low was -0.043 for 'Calm' and a high of 0.569 for 'Socially Aware'. For the Netherlands the low was 0.098 for 'Encourager' and a high of 0.500 for 'Protective/Sensitive'. Finally Japan's low was -0.020 for 'Encourager' and their high was 0.528 for 'Normative'. This suggests the correlation between the desired leadership values and perceived behaviour for Socially Aware had the

greatest correlation. These correlations were not deemed to be too high for this type of research – one would expect a certain degree of correlation. Section 3.2.4.2 discussed the issues of multicollinearity, which is an issue with related values for regression equations.

Analyses pertaining to Hypotheses 1 and 2, referring to the outcomes of congruence and to variation in outcomes due to culture respectively, are presented and followed by exploratory results into how the relationship of congruence and leader performance differs between countries. These exploratory analyses were not the primary purpose of this research, but reveal findings relevant to the larger question addressed by this research concerning cross-cultural differences in leadership.

### **3.3.2 Hypothesis 1: Congruence leads to higher performance**

The results presented in Table 19 summarise the analyses pertaining to tests of Hypothesis 1. Hypothesis 1a predicted that leader performance was maximised when values and behaviour were equal, and that performance declined as behaviour fell short of or exceeded the amount valued. Support for this hypothesis is shown by assessing the shape of the response along the line of misfit. Specifically, for the dependent variables of Integrity, Team Building, Performance Orientation and Encourager the shape of the surface along the misfit line should exhibit null slope and negative curvilinearity and the fit line should exhibit null slope and curvilinearity. For the dependent variables of Loner, Elitist, Autocratic and Micro Manager H1a predicts null slope and positive curvilinearity and the fit line should exhibit null slope and

curvilinearity. Table 19 indicates (highlighted in yellow) that 26 of 160 equations conformed to the predicted slope and curvature of the surface along the fit line and misfit line as predicted by Hypothesis 1a. In combination, these analyses suggest a low level of overall support for Hypothesis 1. The p values shown in Table 19 were produced from the overall equation. **Appendix AH** presents the same results in a different format by showing which coefficients were significant and the direction (positive or negative). For example the fit line for Motivational (IV) and Integrity (DV) shows null slope and null curvilinearity and the misfit line shows null slope and negative curvilinearity, which suggests a support of Hypothesis 1. A more detailed explanation of how the results were calculated and analysed is presented in **Appendix AI**.

**Table 19 – P values and Hypothesis 1 support**

| IV\DV                       | 03 Integrity | 19 Team Building | 04 Performance Orientation | 07 Encourager | 08 Loner | 16 Elitist/Individualistic | 05 Autocratic | 15 Micro Manager |
|-----------------------------|--------------|------------------|----------------------------|---------------|----------|----------------------------|---------------|------------------|
| 03 Integrity                |              | 0.004            | 0.037                      | 0.006         | 0.023    | 0.002                      | 0.063         | 0.128            |
| 19 Team Building            | 0.005        |                  | 0.051                      | 0.002         | 0.001    | 0.001                      | 0.05          | 0.02             |
| 04 Performance Orientation  | 0.012        | 0.042            |                            | 0.411         | 0.272    | 0.036                      | 0.07          | 0.139            |
| 07 Encourager               | 0.002        | 0                | 0.026                      |               | 0.039    | 0.005                      | 0.332         | 0.014            |
| 20 Calm                     | 0            | 0                | 0                          | 0             | 0        | 0                          | 0             | 0                |
| 01 Visionary                | 0            | 0                | 0.011                      | 0             | 0.001    | 0                          | 0             | 0.001            |
| 21 Motivational             | 0.052        | 0.001            | 0.037                      | 0.008         | 0.002    | 0.001                      | 0.264         | 0.001            |
| 02 Organised                | 0.064        | 0.084            | 0.249                      | 0.603         | 0.006    | 0.013                      | 0.132         | 0.105            |
| 09 Modesty                  | 0.002        | 0.002            | 0.015                      | 0.001         | 0.295    | 0.27                       | 0.193         | 0.252            |
| 12 Protective/Sensitive     | 0.001        | 0.001            | 0                          | 0             | 0.026    | 0.001                      | 0.048         | 0.027            |
| 06 Normative                | 0.344        | 0.073            | 0.392                      | 0.529         | 0.05     | 0.071                      | 0.544         | 0.258            |
| 14 Friendly/Helpful         | 0.001        | 0.001            | 0.01                       | 0             | 0.004    | 0.009                      | 0.02          | 0.044            |
| 11 Independent              | 0            | 0                | 0                          | 0             | 0.004    | 0.009                      | 0.02          | 0.044            |
| 17 Socially Aware           | 0.409        | 0                | 0                          | 0             | 0.018    | 0.25                       | 0.534         | 0.253            |
| 13 Risk Averse              | 0.409        | 0.376            | 0.312                      | 0.78          | 0.499    | 0.144                      | 0.28          | 0.699            |
| 10 Unreliable/Unintelligent | 0            | 0                | 0                          | 0             | 0.005    | 0                          | 0             | 0                |
| 18 Indirect                 | 0.3          | 0.566            | 0.307                      | 0.074         | 0.015    | 0.419                      | 0.426         | 0.2              |
| 08 Loner                    | 0.275        | 0.008            | 0.267                      | 0.035         |          | 0.098                      | 0.324         | 0.269            |
| 16 Elitist/Individualistic  | 0.053        | 0.005            | 0.001                      | 0.111         | 0.742    |                            | 0.043         | 0.012            |
| 05 Autocratic               | 0            | 0                | 0.005                      | 0             | 0.052    | 0                          |               | 0                |
| 15 Micro Manager            | 0            | 0                | 0                          | 0             | 0        | 0                          | 0             |                  |

 Denotes support of the Hypothesis

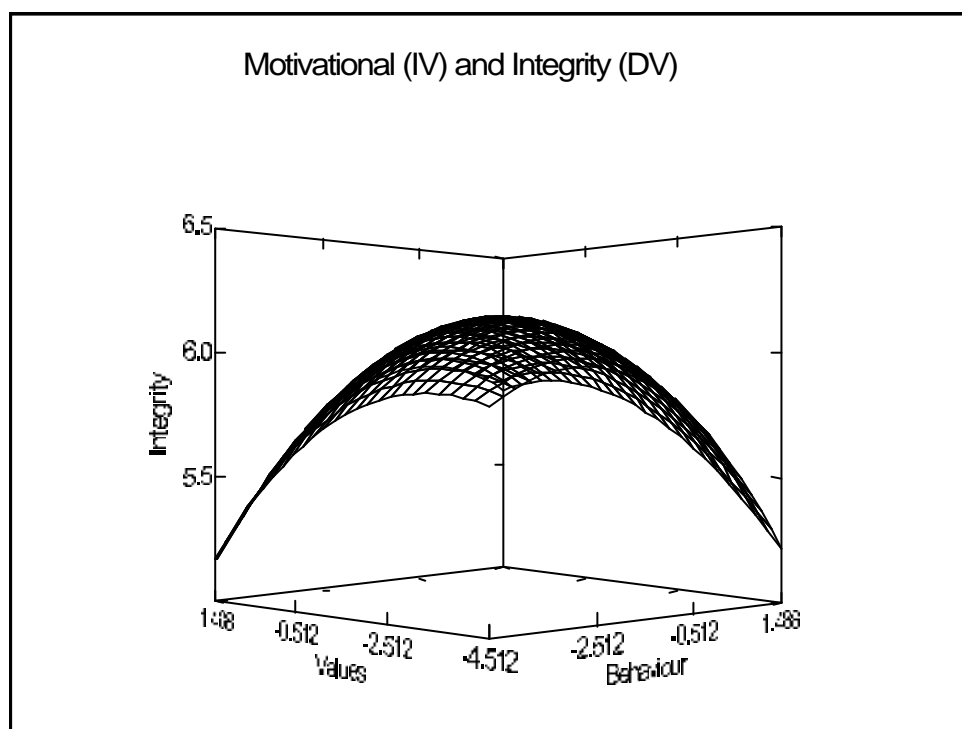
Table 20, which presents the coefficients of regression equation for the same example of Motivational (independent variables) and Integrity (dependent variable), suggests a support of Hypothesis 1.

**Table 20 – Coefficients for Motivational (IV) and Integrity (IV)**

|               | $b_1$ | $b_2$  | $b_3$    | $b_4$ | $b_5$  | $R^2$ | $F_c$ | Fit Slope   | Curve             | Misfit Slope | Curve             |
|---------------|-------|--------|----------|-------|--------|-------|-------|-------------|-------------------|--------------|-------------------|
|               | X     | Y      | $X^2$    | XY    | $Y^2$  |       |       | $b_1 + b_2$ | $b_3 + b_4 + b_5$ | $b_1 - b_2$  | $b_3 - b_4 + b_5$ |
| All Countries | 6.08  | -0.032 | -0.041 * | 0.035 | -0.029 | 0.012 | 2.777 | -0.093      | -0.035            | -0.029       | -0.105 *          |

The surface for this relationship is presented in Graph 2.

**Graph 2 – Surface for Motivational (IV) and Integrity (IV)**



Graph 2 shows the support of Hypothesis 1 by the fact the relationship with the dependent variable (Integrity) is the lowest when there is incongruence between

values and behaviour. Moreover, Graph 2 shows that Integrity does not vary as the fit between values and behaviour increases from low to high.

### **3.3.3 Hypothesis 2: The nature of the relationship varies across cultures.**

Hypothesis 2 predicted that the relationship of values and leader behaviour on leader performance varied across cultures. This hypothesis was tested by the omnibus F test which indicated whether significant differences existed between the countries as a whole. Table 21 presents a summary of the *p* values results for Hypothesis 2. All 160 tests demonstrated support for Hypothesis 2; 153 of 160 were significant at the level of  $p < .001$ , five were significant at the level of  $p < .01$ , and two were significant at the level of  $p < .05$ . These results indicate that the joint relationship of values and behaviour on leader performance varies across the five countries included in this study. These results do not reveal where the differences reside.

**Table 21 – Hypothesis 2: The test of does culture matter – p values**

| IV\DV                       | 03 Integrity | 19 Team Building | 04 Performance Orientation | 07 Encourager | 08 Loner | 16 Elitist/Individualistic | 05 Autocratic | 15 Micro Manager |
|-----------------------------|--------------|------------------|----------------------------|---------------|----------|----------------------------|---------------|------------------|
| 03 Integrity                |              | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 19 Team Building            | 0.000        |                  | 0.000                      | 0.000         | 0.001    | 0.000                      | 0.000         | 0.000            |
| 04 Performance Orientation  | 0.000        | 0.000            |                            | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 07 Encourager               | 0.000        | 0.000            | 0.000                      |               | 0.017    | 0.000                      | 0.000         | 0.000            |
| 20 Calm                     | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 01 Visionary                | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 21 Motivational             | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 02 Organised                | 0.000        | 0.000            | 0.000                      | 0.000         | 0.003    | 0.000                      | 0.000         | 0.000            |
| 09 Modesty                  | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 12 Protective/Sensitive     | 0.000        | 0.000            | 0.000                      | 0.001         | 0.002    | 0.000                      | 0.000         | 0.000            |
| 06 Normative                | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 14 Friendly/Helpful         | 0.000        | 0.000            | 0.000                      | 0.000         | 0.022    | 0.000                      | 0.000         | 0.000            |
| 11 Independent              | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 17 Socially Aware           | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 13 Risk Averse              | 0.000        | 0.000            | 0.000                      | 0.000         | 0.001    | 0.000                      | 0.000         | 0.000            |
| 10 Unreliable/Unintelligent | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 18 Indirect                 | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         | 0.000            |
| 08 Loner                    | 0.000        | 0.000            | 0.000                      | 0.000         |          | 0.000                      | 0.000         | 0.000            |
| 16 Elitist/Individualistic  | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    |                            | 0.000         | 0.000            |
| 05 Autocratic               | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      |               | 0.000            |
| 15 Micro Manager            | 0.000        | 0.000            | 0.000                      | 0.000         | 0.000    | 0.000                      | 0.000         |                  |

p<.001     
  p<.01     
  p<.05

### 3.3.4 Exploratory tests of differences by country

Exploratory analyses were performed to reveal how the joint relationship of values and behaviour differs across Japan, America, Great Britain, Brazil, and the Netherlands. This involved a further 160 Polynomial Regression Equations using a dummy code for each of the 5 countries yielding 800 sets of country specific coefficients. Each of the 160 tests indicating variation across countries was examined in greater detail to determine in which countries differences existed and to determine how the relationship of values and behaviour to performance differed across countries. To illustrate the approach taken to analyse each set of results, **Appendix AL** presents a detailed example of one of the 160 output reports from the SYSTAT computer application. In this example

involving Independent (IV) and Integrity (DV), the items important for this exploratory analysis are labelled. They are:-  $R^2$ , the coefficients for each variable (X, Y,  $X^2$ , XY and  $Y^2$ ) and the dummy variables, the  $p$  value for the test of Hypothesis 2 referring to whether 'culture matters', and the  $p$  values for tests of the fit slope, fit curve, misfit slope, and misfit curve for Japan, America, Brazil, GB and the Netherlands.

Tests of significance for the features describing the shape of the surface were conducted in SYSTAT, however, Microsoft Excel was used to calculate the quantities for slope and curvature following the procedures described in section 3.2.4. The example of Independent (IV) and Integrity (DV) is presented in **Appendix AM**. Table 22 illustrates how coefficients from SYSTAT output were used to calculate slope and curvature of the fit and misfit lines used to test the congruence relationship. The colour codes are:- Blue – America, Yellow – Brazil, Pink – G.B. and Green – the Netherlands. Japan's results are not colour coded as they did not have a dummy variable so X and Y alone represents Japan.



**Table 22 – Example of Coefficients extracted from SYSTAT output**

|            | Effect             | Coefficient |
|------------|--------------------|-------------|
|            | CONSTANT           | 4.791       |
| X          | F19XCFP            | 0.554       |
| Y          | F19XCFV            | 0.482       |
| X (D1)     | D1                 | 1.23        |
| X (D2)     | D2                 | 1.196       |
| X (D3)     | D3                 | 0.831       |
| X (D4)     | D4                 | 0.874       |
| $X^2$      | F19XCFP*F19XCFP    | 0.003       |
| $X*Y$      | F19XCFP*F19XCFV    | -0.173      |
| $Y^2$      | F19XCFV*F19XCFV    | -0.009      |
| D1*X       | D1*F19XCFP         | -0.516      |
| D1*Y       | D1*F19XCFV         | -0.515      |
| D2*X       | D2*F19XCFP         | -0.751      |
| D2*Y       | D2*F19XCFV         | -0.484      |
| D3*X       | D3*F19XCFP         | -0.631      |
| D3*Y       | D3*F19XCFV         | -0.485      |
| D4*X       | D4*F19XCFP         | -0.401      |
| D4*Y       | D4*F19XCFV         | -0.614      |
| $D1*X^2$   | D1*F19XCFP*F19XCFP | 0.023       |
| $D1*(X*Y)$ | D1*F19XCFP*F19XCFV | 0.234       |
| $D1*Y^2$   | D1*F19XCFV*F19XCFV | -0.009      |
| $D2*X^2$   | D2*F19XCFP*F19XCFP | 0.013       |
| $D2*(X*Y)$ | D2*F19XCFP*F19XCFV | 0.143       |
| $D2*Y^2$   | D2*F19XCFV*F19XCFV | -0.006      |
| $D3*X^2$   | D3*F19XCFP*F19XCFP | 0.036       |
| $D3*(X*Y)$ | D3*F19XCFP*F19XCFV | 0.139       |
| $D3*Y^2$   | D3*F19XCFV*F19XCFV | 0.052       |
| $D4*X^2$   | D4*F19XCFP*F19XCFP | 0.027       |
| $D4*(X*Y)$ | D4*F19XCFP*F19XCFV | 0.198       |
| $D4*Y^2$   | D4*F19XCFV*F19XCFV | 0.117       |

Note: F19XCFP/FV are the mean centred (XC) scores for principal component 19 (F19) for follower perception (FP) and follower values (FV)

**Table 22 is an extract from Appendix AK. In Table 23 there are 3 columns of data presented; ‘p’, ‘Effect Size Direction’ and ‘Formula’. The p values have been taken from SYSTAT output and were presented in Appendix AL. The ‘Effect Size Direction’ has been calculated from the coefficients in Table 22. For example, for Japan the calculation for fit slope uses the coefficients in Table 22 as**

follows:  $X+Y$  or  $0.554+0.482=1.036$ . The 'formula' shows how the 'Effect Size Direction' was calculated. What this exploratory analysis revealed, which will be discussed later, is the fact that in some cases the direction was opposite when comparing countries, for example, in Table 23 fit slopes for Japan, America and Netherlands are positive yet for Brazil and Great Britain they are negative. Table 23 – Extract from the test output in Excel and formulae

|                      | Effect Size |           |  |
|----------------------|-------------|-----------|--|
|                      | P           | Direction | Formula                                |
| <b>Japan</b>         |             |           |  |
| Fit Slope            | 0           | 1.036     | $X+Y$                                  |
| Fit Curve            | 0.035       | -0.179    | $X^2+XY+Y^2$                           |
| Misfit Slope         | 0.644       | 0.072     | $X-Y$                                  |
| Misfit Curve         | 0.283       | 0.167     | $X^2-XY+Y^2$                           |
| <b>America</b>       |             |           |  |
| Fit Slope            | 0           | 0.005     | $X+Y+D1*X+D1*Y$                        |
| Fit Curve            | 0.005       | 0.069     | $X^2+XY+Y^2+D1*X^2+D1*XY+D1*Y^2$       |
| Misfit Slope         | 0.995       | -0.959    | $(X+D1*X)-(Y-D1*Y)$                    |
| Misfit Curve         | 0.173       | -0.053    | $(X^2+D1*X^2)-(XY+D1*XY)+(Y^2+D1*Y^2)$ |
| <b>Brazil</b>        |             |           |  |
| Fit Slope            | 0           | -0.199    | $X+Y+D2*X+D2*Y$                        |
| Fit Curve            | 0.13        | -0.029    | $X^2+XY+Y^2+D2*X^2+D2*XY+D2*Y^2$       |
| Misfit Slope         | 0.212       | -0.195    | $(X+D2*X)-(Y-D2*Y)$                    |
| Misfit Curve         | 0.447       | 0.031     | $(X^2+D2*X^2)-(XY+D2*XY)+(Y^2+D2*Y^2)$ |
| <b>Great Britain</b> |             |           |  |
| Fit Slope            | 0           | -0.08     | $X+Y+D3*X+D3*Y$                        |
| Fit Curve            | 0.014       | 0.048     | $X^2+XY+Y^2+D3*X^2+D3*XY+D3*Y^2$       |
| Misfit Slope         | 0.434       | -0.074    | $(X+D3*X)-(Y-D3*Y)$                    |
| Misfit Curve         | 0.767       | 0.116     | $(X^2+D3*X^2)-(XY+D3*XY)+(Y^2+D3*Y^2)$ |
| <b>Netherlands</b>   |             |           |  |
| Fit Slope            | 0           | 0.021     | $X+Y+D4*X+D4*Y$                        |
| Fit Curve            | 0.004       | 0.163     | $X^2+XY+Y^2+D4*X^2+D4*XY+D4*Y^2$       |
| Misfit Slope         | 0.452       | 0.285     | $(X+D4*X)-(Y-D4*Y)$                    |
| Misfit Curve         | 0.822       | 0.113     | $(X^2+D4*X^2)-(XY+D4*XY)+(Y^2+D4*Y^2)$ |

Given the large number of tests, the analyses for the 160 equations were inspected and sorted into 5 categories. The categorisation scheme was intended to eliminate from further consideration equations where results were largely insignificant or inconclusive, and to identify groups of equations where results appeared to be theoretically interpretable and meaningful. Table 24 presents all 160 tests and the descriptions of the 5 categories are:

1. Results not significant at the country level – 49 were in this category and are shown in yellow in Table 24.
2. Some results were significant but inconclusive – 44 were in this category and are shown in grey in Table 24.
3. Congruence leads to high performance – 29 were in this category and are shown with 'Hyp' in Table 24.
4. Congruence leads to low performance – 6 were in this category and are shown with 'Opp' in Table 24.
5. Differences in the relationship at the country level of analysis – 37 were in this category and are shown in red in Table 24.

Further inspection of the joint relationship of values and behaviour to performance focused on the significance of slope and curve along the fit and misfit lines within each country.

**Table 24 - Summary of 160 tests**

| IV\DV                       | 03 Integrity | 19 Team Building | 04 Performance Orientation | 07 Encourager | 08 Loner | 16 Elitist/Individualistic | 05 Autocratic | 15 Micro Manager |
|-----------------------------|--------------|------------------|----------------------------|---------------|----------|----------------------------|---------------|------------------|
| 03 Integrity                |              | Hyp              | 2                          | Hyp           | 1        | 11                         | Hyp/Opp       | 2                |
| 19 Team Building            | 2            |                  | 1                          |               |          |                            |               | 5                |
| 04 Performance Orientation  | 1            |                  |                            |               |          |                            |               | 2                |
| 07 Encourager               |              | Hyp              |                            |               |          | 5                          |               | 1                |
| 20 Calm                     | 2            | Hyp              |                            |               |          | 5                          |               | 3                |
| 01 Visionary                | Hyp/Opp      |                  |                            |               |          | Hyp                        | Hyp           |                  |
| 21 Motivational             |              |                  | 3                          |               |          | 1                          | 1             | 3                |
| 02 Organised                | Hyp/Opp      | Opp              | 1                          |               |          |                            |               |                  |
| 09 Modesty                  | 4            | 2                | 3                          | 2             | 2        | 2                          | Opp           | 1                |
| 12 Protective/Sensitive     | Hyp/Opp      | Hyp/Opp          |                            | Hyp/Opp       | 6        | Opp                        | Opp           | Hyp/Opp          |
| 06 Normative                | Hyp/Opp      | 2                | 5                          | 5             | 1        | 2                          | 1             | 6                |
| 14 Friendly/Helpful         | Hyp/Opp      | Hyp/Opp          | Hyp                        | Hyp/Opp       | Hyp      | Hyp/Opp                    | Hyp/Opp       | Opp              |
| 11 Independent              | 9            | 10               | 9                          | 8             | 10       | 5                          | 6             | Hyp              |
| 17 Socially Aware           | Opp          | Hyp/Opp          |                            |               |          | Hyp/Opp                    | Hyp           | 12               |
| 13 Risk Averse              | 2            |                  | 4                          | 3             | 2        | 4                          | 3             | 4                |
| 10 Unreliable/Unintelligent | Hyp/Opp      | 2                | 1                          | 2             | Opp      | Hyp/Opp                    | Hyp           |                  |
| 18 Indirect                 | 3            | 3                | 1                          | 2             |          |                            |               | 7                |
| 08 Loner                    | 1            |                  | 3                          | 1             |          | 4                          | 3             | 2                |
| 16 Elitist/Individualistic  |              |                  |                            |               | 1        |                            |               | Hyp/Opp          |
| 05 Autocratic               | 1            | 1                | 1                          |               |          | 2                          |               | 1                |
| 15 Micro Manager            | 1            | 2                | 10                         | 2             |          | 3                          | 10            |                  |

- Not tested
- No coefficients significant (p<.05) - no further analysis required
- Hyp A test which supports the hypothesis
- Opp A test which is the opposite of the hypothesis
- n A test with n coefficients significant (p<.05) - no further analysis required
- N A test with N coefficients significant (p<.05) but some interesting differences between countries

What follows in the remaining part of this section is a more detailed explanation of the 5 categories;

**Category 1 – No significant results:** Despite a significant F test indicating dispersion in means across the five countries, for some analyses the tests of surface along the fit and misfit lines were insignificant. This involved analysing the significant coefficients  $b_1+b_2$  (fit slope),  $b_3+b_4+b_5$  (fit curve),  $b_1-b_2$  (misfit

slope) and  $b_3 - b_4 + b_5$  (misfit curve). If these coefficients were not significant (at least  $p < .05$ ) for any of the five countries, the results were not analysed further. From a total of 160 tests, 49 revealed no results of significance and no further analysis was performed upon these. **Appendix AN** presents an analysis classified as Category 1 for Team Building (IV) and Loner (DV).

**Category 2** – *Some significant results, but inconclusive*: Of the 111 remaining equations, 44 exhibited a small number of significant coefficients for within country analyses but findings were insufficient to draw any conclusions. In **Appendix AO**, the analyses for Encourager (IV) and Team Building (DV) are presented as an example of this category. In the example, for the five countries, only 2 coefficients were significant. No further analysis was performed.

**Category 3** – *Congruence leads to high performance*: Of the 67 remaining, 29 equations demonstrated that congruence leads to higher performance for one or more countries consistent with Hypothesis 1. **Appendix AP** presents the analyses for the 29 tests supporting a congruence effect. Table 25 presents one of the 29 relationships (Friendly/Helpful and Integrity), which demonstrates regressing Integrity onto valued and perceived levels of the Friendly/Helpful factor as moderated by culture. These results are generally supportive of a congruence effect as evidenced by null slope and curvilinearity along the fit line and null slope and significant and negative<sup>6</sup> curvature along the misfit line for America, Brazil, Great Britain, and Japan. The exception is the Netherlands, which is discussed in the next category.

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<sup>6</sup> This should be positive if the dependent variable represents an undesired characteristic

**Table 25 – Friendly/Helpful (IV) and Integrity (DV)**

|                       | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> | R <sup>2</sup> | F <sub>c</sub> | Fit                                      |   | Misfit                                   |   |
|-----------------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|----------------|----------------|--|---|--|---|
|                       |                     |                     |                                  |                      |                                  |                |                | Slope<br>b <sub>1</sub> + b <sub>2</sub> | Curve<br>b <sub>3</sub> +b <sub>4</sub> +b <sub>5</sub> | Slope<br>b <sub>1</sub> - b <sub>2</sub> | Curve<br>b <sub>3</sub> -b <sub>4</sub> +b <sub>5</sub> |
| Overall<br>(N=933)    | -                   | -                   | -                                | -                    | -                                | 0.105          | 3.458          |  |   |  |   |
| America<br>(N=537)    | 0.037               | -0.041              | -0.003 **                        | 0.007 **             | -0.017                           |                |                | -0.004                                   | -0.013  | 0.278                                    | -0.027 ***  |
| Brazil<br>(N=108)     | -0.055              | -0.069              | -0.011 *                         | 0.011                | -0.046                           |                |                | -0.124                                   | -0.046  | 0.014                                    | -0.068 *  |
| GB<br>(N=136)         | -0.095              | 0.008               | -0.101                           | -0.047 **            | 0.043 *                          |                |                | -0.087                                   | -0.105  | -0.103                                   | -0.011 **   |
| Netherlands<br>(N=65) | -0.077              | 0.001               | 0.010                            | -0.151 *             | 0.179                            |                |                | -0.076                                   | 0.038   | -0.078                                   | 0.34 **   |
| Japan<br>(N=87)       | 0.077               | -0.141              | -0.180 ***                       | 0.249 **             | -0.140 *                         |                |                | -0.064                                   | -0.071  | 0.218                                    | -0.569 ***  |

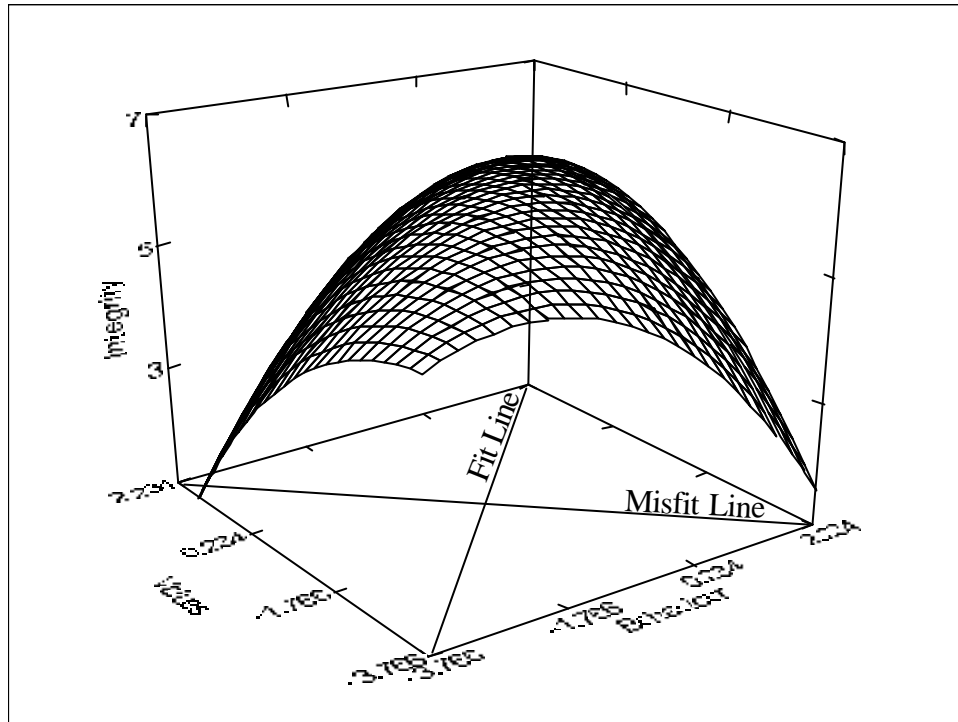
\* p<.05

\*\*p<.01

\*\*\*p<.001

In the 29 examples in **Appendix AP**, the misfit curve demonstrates that there is a relationship between desired leadership values, perceived leader behaviour and leader performance, such that as congruence increases between values and behaviour (IV), leader performance (DV) increases. As incongruence increases between the values and behaviour, performance decreases. This relationship is illustrated by Graph 3 for Japan.

**Graph 3 – Japan: Friendly/Helpful (IV) and Integrity (DV)**



In Graph 3 the relationship between values and behaviour and its impact on Integrity is evident. Starting at the far left corner of the graph where values are high and behaviour is low, integrity is low. Integrity increases as behaviour increases until Integrity is maximised when values and behaviour are equal at the midpoint of the misfit line. Moving towards the far right corner of the graph, Integrity declines as behaviour exceeds values. Starting at the near corner and proceeding along the fit line, Integrity remains constant where values and behaviour increase under the condition that they are equal.

Table 26 presents a summary of the 29 tests that were consistent with Hypothesis 1. Some of the 29 tests are consistent with the Hypothesis 1 for more than one country and Table 26 shows the 44 occurrences where the test is consistent with Hypothesis 1. Table 27 presents the principal components where

the 44 occurrences were found. Inspection of Table 26 and 27 suggests the following observation:;

1. The relationship that congruence leads to higher performance is more evident in Japan (24 occurrences or 53%) than the other countries. The occurrences for the others were America (11), the Netherlands (3), Brazil (3) and Great Britain (3).
2. The relationships of independent variables to Integrity and Autocratic were more likely to be consistent with the congruence hypothesis with 11 and 10 occurrences respectively. Performance Orientation was the only characteristic to have only one occurrence.
3. The strongest support for the hypothesis came from the test of Friendly/Helpful (IV) and Integrity (DV) with significant results found for Japan, America, Brazil and Great Britain. Protective/Sensitive (IV) and Encourager (DV) was consistent with a congruence hypothesis for Japan, America and Great Britain.



**Table 26 – Countries identified consistent with Hypothesis H1**

| IV\DV                       | 03 Integrity    | 19 Team Building | 04 Performance Orientation | 07 Encourager | 08 Loner | 16 Elitist/Individualistic | 05 Autocratic | 15 Micro Manager |
|-----------------------------|-----------------|------------------|----------------------------|---------------|----------|----------------------------|---------------|------------------|
| 03 Integrity                |                 | JP               |                            | NL            |          |                            | NL            |                  |
| 19 Team Building            |                 |                  |                            |               |          |                            |               |                  |
| 04 Performance Orientation  |                 |                  |                            |               |          |                            |               |                  |
| 07 Encourager               |                 | BZ               |                            |               |          |                            |               |                  |
| 20 Calm                     |                 | BZ               |                            |               |          |                            |               |                  |
| 01 Visionary                | JP, GB          |                  |                            |               |          | JP                         | JP, USA       |                  |
| 21 Motivational             |                 |                  |                            |               |          |                            |               |                  |
| 02 Organised                | JP              |                  |                            |               |          |                            |               |                  |
| 09 Modesty                  |                 |                  |                            |               |          |                            |               |                  |
| 12 Protective/Sensitive     | JP              | JP               |                            | JP, USA, GB   |          |                            |               | JP               |
| 06 Normative                | JP              |                  |                            |               |          |                            |               |                  |
| 14 Friendly/Helpful         | JP, USA, BZ, GB | JP               | JP, USA                    | JP, USA       | JP, USA  | JP, USA                    | JP, USA       |                  |
| 11 Independent              |                 |                  |                            |               |          |                            |               | NL               |
| 17 Socially Aware           |                 | JP               |                            |               |          | JP                         | JP, USA       |                  |
| 13 Risk Averse              |                 |                  |                            |               |          |                            |               |                  |
| 10 Unreliable/Unintelligent | JP              |                  |                            |               |          | JP                         | JP, USA       |                  |
| 18 Indirect                 |                 |                  |                            |               |          |                            |               |                  |
| 08 Loner                    |                 |                  |                            |               |          |                            |               |                  |
| 16 Elitist/Individualistic  |                 |                  |                            |               |          |                            |               | JP, USA          |
| 05 Autocratic               |                 |                  |                            |               |          |                            |               |                  |
| 15 Micro Manager            |                 |                  |                            |               |          |                            |               |                  |

JP - Japan

BZ - Brazil

NL - The Netherlands

USA - United States of America.

GB - Great Britain

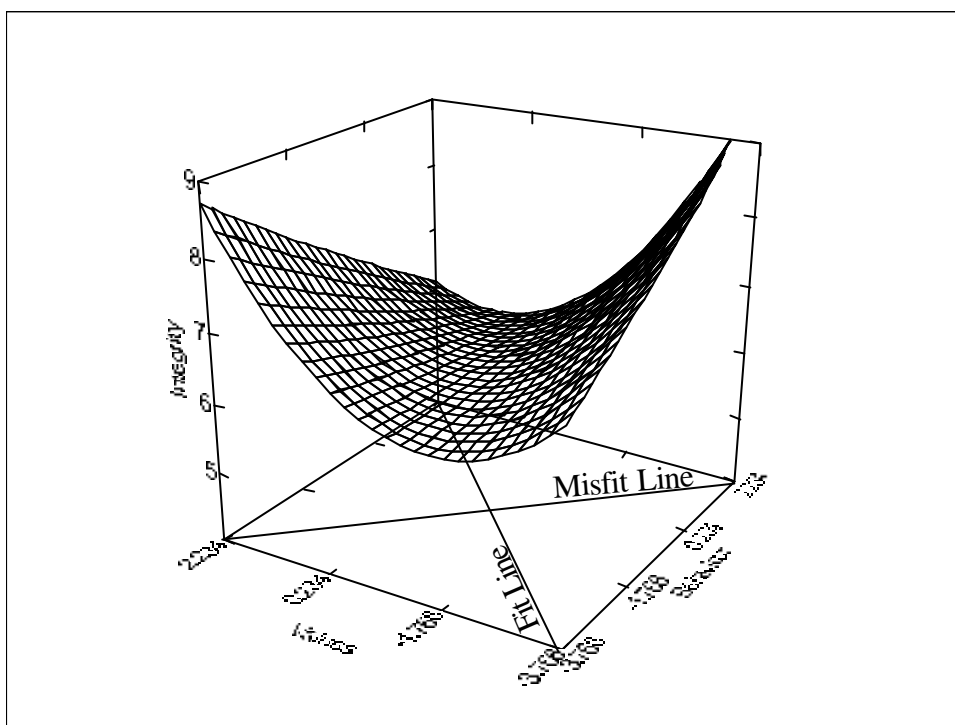
**Table 27 – Principal Components which support congruence leads to high performance.**

| Principal Component         | Hypothesis Support |
|-----------------------------|--------------------|
| 03 Integrity                | 3                  |
| 19 Team Building            |                    |
| 04 Performance Orientation  |                    |
| 07 Encourager               | 1                  |
| 20 Calm                     | 1                  |
| 01 Visionary                | 5                  |
| 21 Motivational             |                    |
| 02 Organised                | 1                  |
| 09 Modesty                  |                    |
| 12 Protective/Sensitive     | 6                  |
| 06 Normative                | 1                  |
| 14 Friendly/Helpful         | 15                 |
| 11 Independent              | 1                  |
| 17 Socially Aware           | 4                  |
| 13 Risk Averse              |                    |
| 10 Unreliable/Unintelligent | 4                  |
| 18 Indirect                 |                    |
| 08 Loner                    |                    |
| 16 Elitist/Individualistic  | 2                  |
| 05 Autocratic               |                    |
| 15 Micro Manager            |                    |

**Category 4 – *Opposite support of the Hypothesis 1:*** Some analyses are consistent with an interpretation that is contrary to a congruence effect, meaning that performance is low when values and behaviour are congruent and increases as behaviour falls short of or exceeds values. As noted in the relationship between Friendly/Helpful and Integrity values and behaviour in Category 4, the Netherlands is an example of this type. For the Netherlands the curvature of the misfit line is positive and is paired with a significant negative

slope along the fit line. The findings for the Netherlands show a positive curvature along the misfit line indicating that Integrity is low when Friendly/Helpful values and behaviour are congruent and increases as Friendly/Helpful behaviour deviates from values in either direction. Moreover, Integrity declines as valued and perceived behaviour increase under the condition that they are equal. Within the 160 tests, there were 24 occurrences where the results were contrary to a congruence effect. The results of the 24 contrary relationships are presented in **Appendix AP and AQ**. In **Appendix AP** they are shown with brackets. **Appendix AR** presents the coefficients for Friendly/Helpful (IV) and Integrity (DV) and the Netherlands stands alone as the only relationship that is not consistent with Hypothesis 1 in that it is opposite.

**Graph 4 – Netherlands: Friendly/Helpful (IV) and Integrity (DV)**



Graph 4, shows the relationship of Friendly/Helpful values and behaviour to Integrity for the Netherlands. Integrity is low where values are congruent with behaviour, and integrity increases along the misfit line as perceived behaviour deviates from desired values in either directions. This contradicts what has been found for the other 4 countries.

**Category 5 – Differing relationships between countries:** The final category has revealed some interesting and differing relationships between desired values, perceived behaviour and leader performance. In essence what this category represents, from the 160 tests, are those that reveal some evidence of patterns in the relationships.

Given the exploratory nature of these analyses, their presentation will deviate somewhat from the customary form of Results section. Instead each of the

patterns identified in this category will be described and a possible interpretation offered. Because these results are sample specific, these exploratory interpretations should not be accepted without verification and are presented only for the purposes of stimulating future research. An example of a pattern is that when the results demonstrate a significant ( $p < .05$ ) for one test, for example, fit slope ( $b_1 + b_2$ ) which applies to 1 or 2 countries and is opposite for the other countries. **Appendix AS** presents a series of patterns found in the results.

**Pattern 1:** Two independent variables, Normative and Independent, referring to the extent to which a leader adheres to established rules and conventions, and to the extent to which a leader is self governing and does not rely on others, respectively, showed similar relationships with a cluster of dependent variables for America, Brazil, GB and the Netherlands, however for Japan the opposite relationship was found. For the 4 countries the following relationships Performance Orientation (DV) with Normative (IV), Encourager (DV) with Normative and Independent (IV) and Team Building (DV) with Independent (IV) the slope along the fit line was negative indicating that the DV were higher when values and behaviour matched at low levels compared to a lower level of the DV for match at high levels. Thus leaders were perceived as more Encouraging, more focused on Team Building and Performance Oriented when desired levels and perceived behaviour for Normative and Independent were both low rather than when they were both high. These were the conclusions for 4 countries: America, Brazil, Great Britain and the Netherlands. In contrast, for Japan the relationship was opposite; the dependent variables were higher when

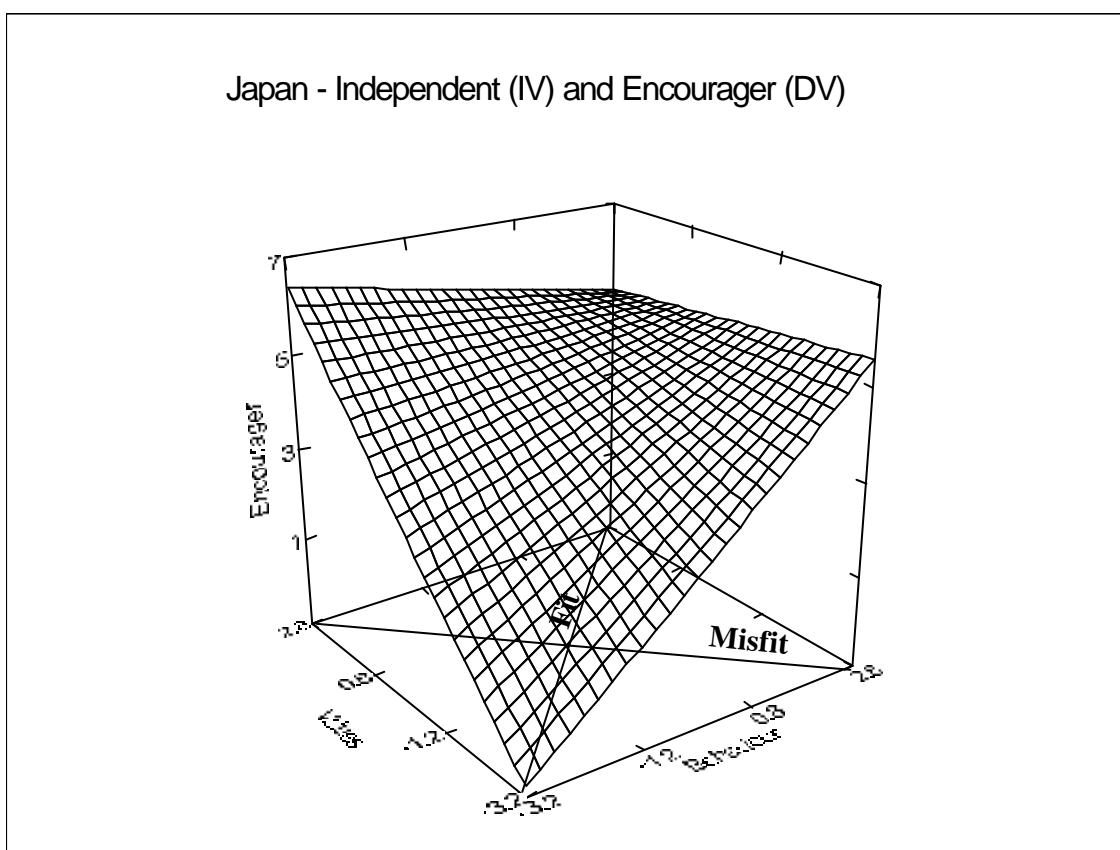
desired values and behaviour matched at high levels. A possible interpretation is that followers for the 4 countries named above perceived that leaders who followed closely rules and relied little on others exhibited little behaviour that could be described as helping to build the team, boosting follower confidence, and were not focused on high performance. However, Japanese followers perceived leaders who exhibited the same behaviour as facilitating team building, morale boosting, and as focused on high performance. Graphs 5 and 6 present two examples from Independent (IV) and Encourager (DV). In Graph 5, the lowest level of the DV is when there is congruence of desired values and perceived behaviour at low level (near bottom corner on Graph 5). The higher level of the DV is achieved when there is congruence of desired values and perceived behaviour at high levels (far top corner on Graph 5). Graph 6 shows the opposite relationship. Focusing on the fit line, there are the highest levels of DV when there is congruence of desired values and perceived behaviour at low levels and low levels of DV when there is congruence of desired values and perceived behaviour at high levels. **Appendix AT**/Page 50 presents the coefficients for Graphs 5 and 6.

**Pattern 2:** A further pattern in **Appendix AS**, which is similar to that described above, may be seen in a cluster of dependent variables that were defined as undesirable by Cargill managers and followers. For the dependent variables of Loner, Elitist, Autocratic, and Micro-Manager, the relationship exhibited for Japan and the Netherlands was in opposition to the relationship seen for the America, Brazil and Great Britain. In this pattern for America, Brazil and Great Britain the dependent variable levels are higher when desired

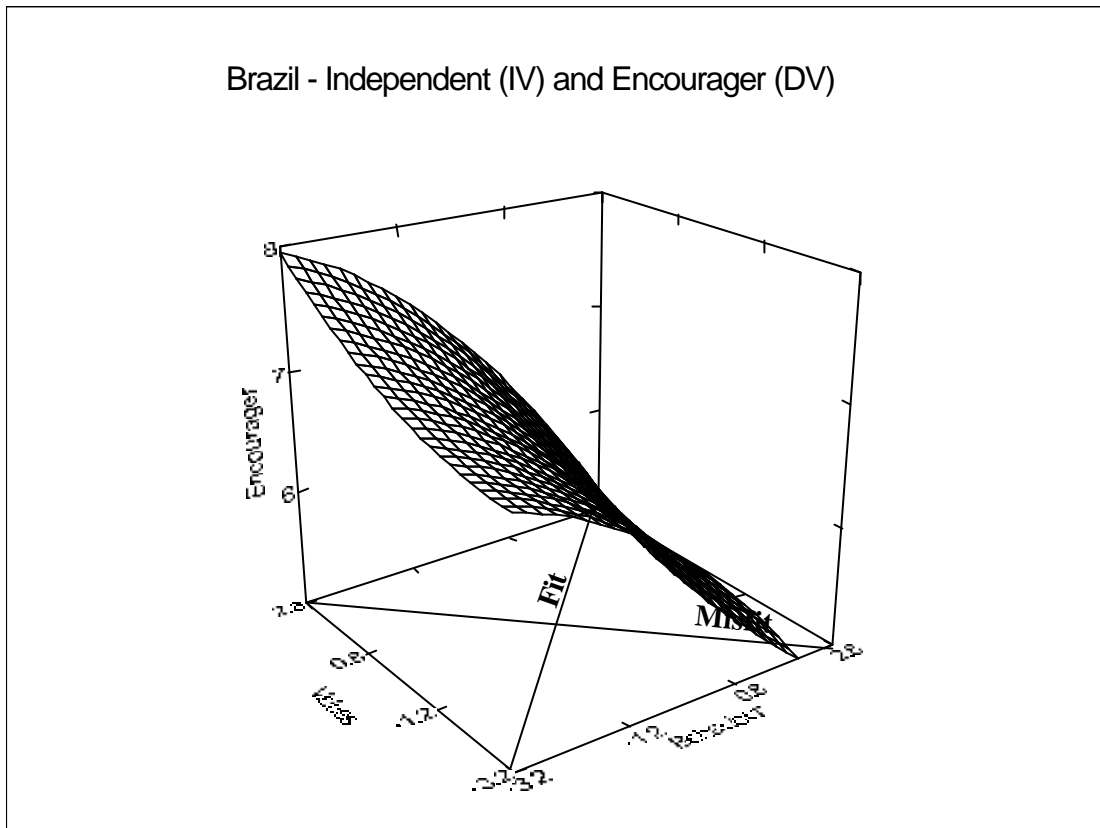
values and behaviour matched at high levels. In contrast for Japan and the Netherlands, the opposite is the case.

What the patterns also reveal is the fact that Japan has a number of different relationships to the other countries. In **Appendix AS**, there are 15 occurrences where Japan is different from the majority of the other countries in the direction of the relationship.

### **Graph 5 – Japan: Independent (IV) and Encourager (DV)**



**Graph 6 – Brazil: Independent (IV) and Encourager (DV)**





## **3.4 Discussion**

### **3.4.1 Explanation of the results**

Implicit Leadership Theory suggests that a leader's performance is likely to be higher when there is congruence between what a follower desires from a leader and how a follower perceives their leader's behaviour.

The results from this exploratory study suggest that congruence between desired leadership values and perceived leader behaviour leads to high level of performance for some characteristics and in some countries, but the congruence hypothesis was not universally supported. Instead, the relationship between performance and followers' desired values and perceived leader behaviour varies in ways not predicted by Implicit Leadership Theory. These departures from congruence were explored but await further verification in future research.

A series of Polynomial Regression Equations tested the relationship between commensurate independent variables of desired leadership values and perceived behaviour and their joint effects on measures of leader performance. This was an experimental way to assess Implicit Leadership Theory in a cross-cultural context.

Results from a large sample of Cargill managers and their followers across 5 countries (America, Brazil, GB, the Netherlands and Japan) revealed some interesting findings and suggest the following tentative conclusions. Firstly, tests of the congruence hypothesis across a combined sample of followers from five countries were supported for 26 of a total of 160 relationships examined. For these 26 relationships congruence between desired leadership values and perceived behaviour was associated with higher performance. More specifically,

these results suggest that leader behaviour matches desired level for intelligence, ability to motivate others, supportive behaviour, and is able to communicate in subtle ways, the leader's performance is rated more highly. Secondly, tests of all 160 relationships revealed that national culture explained variation in the relationship of congruence to leader's performance, rejecting the notion that congruence invariably leads to higher performance. This finding suggests that the theory of implicit leadership does not manifest itself in the same way across the five cultures included in this study. Thirdly, exploratory analyses conducted to investigate the nature of the differences in the relationship of desired values and perceived behaviour to performance revealed interesting divergences from the congruence hypothesis that may warrant further research. More specifically, Phase One identified that Japan and Poland had the most differences when an ANOVA was performed. Phase Two identified that Japan had the most occurrences of the relationship of IVs and DVs being opposite from the other 4 countries. Numerous authors who have researched the Japanese culture (Smith et al. 1989) and highlighted differences in their values (Peterson et al. 1994) have drawn similar conclusions (Smith et al. 1989; Hofstede, 1994; Hofstede, 2001). Although Japan was different in many cases to the other countries, it had the highest number of results that were consistent with Hypothesis 1. A total of 44 tests at the country level revealed findings consistent with Hypothesis 1 of which 53% were Japanese tests.

A surprising result was the fact that 24 tests revealed a relationship that was opposite to Hypothesis 1. Most of these were Brazil (13) followed by the Netherlands (7), America (7), Great Britain (5) and Japan (1). Although this study was exploratory, it is possible to draw the conclusion that the theory of

implicit leadership is not always supported especially for Brazil. Further research could broaden the range of countries and increase the sample size.

It has not been possible to address some of the questions raised from leaders during the research. For example, having too much Integrity was a question often raised. The low variance for some of the principal components is believed to be a contributing factor.

In summary, Hypothesis 1 and 2 were tested and have shown that in a number of areas congruence leads to higher perceived performance, however, this is not universally supported. Drawing conclusions from this research would suggest that considering Implicit Leadership Theory and more specifically that congruence leads to high performance does not apply universally to the 5 countries in this study. The results revealed a different relationship between values, behaviour and performance and requires further investigation to determine why. The cross-cultural literature highlights where cultural values differ, however, it is difficult to apply the theory to this research as supporting evidence for the findings presented. Further research is required which should explore the 5 countries in more detail and should focus upon some of the relationships tested within this study.

## **3.4.2 Contribution**

### **3.4.2.1 To Theory**

In essence Phase Two has taken proven techniques and applied them in an original way to a known theory. Congruence research, Polynomial Regression Equations, Response Surface Methodology and Cross-cultural research are independently well known but they have never been used collectively to answer a practical research question regarding leadership effectiveness. The contribution therefore of this research is both methodological and theoretical; methodological, because of the way in which the research has used existing methods in a new and unique way and theoretical, because it extends Implicit Leadership Theory by testing it empirically and conducting this in a cross-cultural context.

Implicit Leadership Theory does not claim that leaders will be more successful when there is congruence between desired leadership values and perceived behaviour, but what the theory does state is that congruence is “likely to lead to higher performance” (Lord et al. 1984). This research has made a valuable contribution to this discussion in that it demonstrates congruence and leader performance are in fact linked, however, the relationship cannot claim to be universal nor can it apply to all aspects of leadership based on the findings of this exploratory study. This contribution is important in increasing knowledge of the contributing factors to leadership performance in a global context (House et al. 1997).

### **3.4.2.2 To Practice**

Phase Two assisted in understanding the nature of the relationship between congruence and leader performance. Polynomial Regression Equations (PRE) and Response Surface Methodology were chosen as the methods for analysis. It is possible that the approach taken for Phase Two is too technical for immediate application to Cargill. However, an interpretation of the results will bring additional value to the Leadership Fit Report.

When each leader receives their Leadership Fit Report, a one-to-one session is conducted to ensure that they understand the conclusions of the report. The contribution to Cargill from Phase Two helps this feedback process, and as the database grows, and PREs are applied, more sophisticated feedback can be provided. Leaders asked questions about the degree of fit, for example, “can a leader have too much integrity or too much humane orientation?” “Can a leader have too little autocracy or too little micro management?” PREs help to answer some, but not all, of these questions. The findings from the PRE procedure helps to deepen Cargill’s understanding of how congruence leads to performance, or in the case of a few scenarios, where congruence does not lead to higher performance. These findings therefore provide vital information to be considered in the model, and while they may not be incorporated into the actual Leadership Fit Report, they will be part of the feedback session. It is possible that due to the low variance of some leadership factors, some PRE results were inconclusive. Extending this research and increasing the number of leaders may create more variance.

In conclusion, the Polynomial Regression approach added value to this research; however, it did not replace the Leadership Fit Report. As a result,

both approaches have been adopted for this research. Weighted absolute differences were used to calculate degree of fit and will remain as the congruence calculation for the Leadership Fit Report. Polynomial Regression Equations were used to test the nature of the relationship between follower values, the leader's perceived behaviour, and measures of performance.

### **3.4.3 Limitations**

Although Edwards' approach addresses some of the issues raised with difference scores, it is not without limitations. This approach is highly dependent on sample size (Kristof, 1996) to detect theorised relationships. It is a method that cannot be used for diagnostic purposes at the leader/follower(s) level, or at the small group level, and is therefore not a replacement for the individualised feedback that was offered by the 'degree of fit' calculation, nor is it a congruence calculation. A further limitation is that the interpretation of the results is unfamiliar to some researchers (Engle and Lord, 1997; Friedrich, 1982).

The core theory being tested and expanded is Implicit Leadership Theory. The questionnaire that has been used for this research was taken from the GLOBE project and was developed using 160 psychologists from around the world. Although the measures used in this study were extensively tested through the GLOBE project, these measures did not all meet current standards of reliability. Moreover, these measures were an imperfect instrument for tapping into respondent's 'implicit' theory of a leader. This research cannot make a claim to have addressed everything that is 'implicit'.

#### **3.4.4 Future research/Next steps**

The research undertaken was the first of its kind in that the nature of the relationship of cross-cultural leadership values and behaviour was measured using Polynomial Regression Equations. The research was exploratory in nature and provides a base to build upon in the following ways:-

1. Repeat the principal component factor analysis with mean centred data, not double standardised. The double standardised approach was support by the supervisory panel and by cross-cultural researchers, however, another approach may be required if publication is an objective.
2. Consider developing an organisational measure of leader performance. This may originate from the follower. For example, an additional question on the questionnaire may ask the follower to comment overall on the effectiveness of their leader. This could be used as part of the independent variable in the regression equations.
3. Restructure the Leadership Fit Report to become a truly cross-cultural tool. This could be achieved by additional graphs of mean country scores. For example, if a leader had 3 different nationalities working for him or her, one proposal is to add 1 graph per country so that the leader can contrast the values their followers hold and compare that with others.
4. Develop the internal website further where more information can be readily available contrasting country value scores.



5. Increase the sample size to broaden the variance of some of the leadership values and as a result more relationships may be identified.
6. Work has already commenced on automating the questionnaires via the intranet (internal web). This will not add additional functionality, it will simply make the process of sending questionnaires more automated.
7. A small number of leaders who participated in this study, are leading a team who hold significantly different values than themselves. A further investigation could consider the relationship between leader values and follower values and contrast that to leader effectiveness. It is possible that value congruence may lead to high leader performance.

## 4. RESEARCHER REFLECTIONS

The journey this research has taken me on has been challenging yet enormously rewarding. From the outset the purpose of this research was to make a contribution to theory and practice in the area of cross-cultural leadership research.

This section is in two parts, the first reflecting on what aspects were successful and the second considering the challenges and difficulties of conducting this research.

### **Successful Aspects**

There are a number of factors that I believe made this research successful and rewarding and the account given does not reflect any order of priority.

1. The access to senior managers and their sponsorship within Cargill. The senior management of Cargill, and in particular my manager, gave considerable support to conducting this research whilst in full-time employment. Although Cargill is research oriented, in the past that has only occurred in area of food research or processing and manufacturing. Tackling research in social psychology was a new area for Cargill to consider when this work started in 1999. I am not aware of any other Cargill employee who has conducted research at a doctoral level in the area of Organisation Behaviour.
2. The research was directly linked with my job. Professionally, my role is to head up global leadership development of our top 0.1% of

employees and globalisation is a critical area where Cargill needs development. I believe this gave me the energy and enthusiasm to broaden the research, but my professional role also allowed discussions to take place that contributed to my thinking about this research.

3. The access to people and the 96% return rate exceeded all our expectations. I believe this reflects on the 196 leaders and their willingness to participate. Their eagerness to receive results was the contributing factor to the success of the project.
4. The impact of the Leadership Fit Report has been a major contributing factor to success. It is hard to express in words what impact this has now had on over 250 leaders. A significant surprise to me was the value they placed in increasing their understanding of the desired leadership values their teams have. I did not anticipate the impact of this.
5. The extent of my international travel has helped. During the 4 years of this research I will have visited 20 of the 23 countries that have participated. This gave me opportunities to ask questions about what was found in the data to validate it but more importantly to understand why the results take the form they do.
- 6.** Cranfield School of Management and in particular my supervisory panel has stretched my thinking, challenged me and have been patient. I hope it is a research project that they will feel it reached a high standard. There were numerous occasions where it would have

been possible to limit the scope of this research, but on each occasion they supported broadening it in order to improve the outcomes.

#### 4.1 Challenges and Difficulties

There have been numerous times of challenges and difficulties with this project.

1. **Work Schedule:** I travel in the region of 150,000 to 200,000 air miles per year. My role is global and therefore my travel is global and most months I will visit 2 continents, sometimes 3. Although the travel time allowed study time there were practical limits regarding how many books could be physically carried onto aeroplanes. Balancing the demands from my professional job and the pressures of an Executive Doctorate were extremely challenging.
2. **Home and Family:** When I started the Executive Doctorate my wife, Gill, and I had one son [aged 1] and in 2002 we had our second son. Work and study has undoubtedly put enormous strain on Gill in particular and I know she will be proud to see the completion but I also know deep down she will be pleased when it is over. Our second child was born 10 weeks early and he was in hospital for his first 8 weeks; Gill also had to spend 5 weeks to treat her condition. Having an Executive Doctorate to manage was challenging and I appreciated the patience of my panel because progress was slow during this period and I appreciate the patience and support of Gill.

3. **Scope Creep:** I believe the biggest scope issue was tackling the Polynomial Regression Equations. I knew in 2001 I wanted to consider this but I did not have all the data. Originally my research was planned to be complete at the end of Phase One and Phase Two would simply analyse the data collected and draw conclusions regarding cross-cultural differences. I believe Polynomial Regression Equations became an enormous challenge because there are so few people who understand them and can apply them to this type of research. I contacted the head of Research in a number of British Universities, which proved unsuccessful. Then Professor Jeff Edwards passed my details to one his PhD researchers – Lisa Lambert. She became a valuable member of the wider project team. I entered a phase where there were no guarantees the method would be successful or useful, but I was committed to raising the standard of the research because this was something I wanted to be proud of and continue after the formal part was over. It took 10 months to learn the process, apply it to my data and draw conclusions. I would still argue today that this additional branch in my research was valuable and I believe the decision was correct albeit a large one for the project.

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## APPENDICES

## **Appendix A – Leadership Fit Report**



## Appendix B – GLOBE Leadership Attributes

Leadership Attributes measured in the GLOBE study  
SOURCE: GLOBE PROJECT (1998)

| <i>Leadership Characteristics or behaviours</i> | <i>Description</i>   |
|---|--|
| <b>1. Administrative attributes</b>             | <i>Being well organised, methodical and orderly with strong administrative skills in managing complex office work and systems acting independently and autonomously without relying on others, being unique.</i> |
| <b>2. Non Autocratic</b>                        | <i>Not acting autocratically, allowing questioning or disagreement, not being domineering or bossy.</i>  |
| <b>3. Autonomous</b>                            | <i>Individualist, independent and unique.</i>  |
| <b>4. Charismatic I: Visionary</b>              | <i>Having foresight, being able to anticipate and plan ahead, prepared, visionary, and intellectually stimulating.</i>   |
| <b>5. Charismatic II: Inspiration</b>           | <i>Being enthusiastic, positive, encouraging and motivational.</i>   |
| <b>6. Charismatic III: Self-Sacrifice</b>       | <i>Taking risks and making personal sacrifices for the sake of the vision.</i>   |
| <b>7. Conflict Avoider</b>                      | <i>Does not try to exceed the performance of others in team, shares information and has a tendency to behave according to the norms.</i>   |
| <b>8. Decisiveness</b>                          | <i>Being logical minded, determined, wilful and intuitive.</i>   |
| <b>9. Diplomatic</b>                            | <i>Acting as a win-win problem solver, diplomatic, a tactful and effective bargainer.</i>  |
| <b>10. Face saver</b>                           | <i>Interacting in an indirect, evasive manner to avoid conflict and maintain good relationships.</i>   |
| <b>11. Humane Orientation</b>                   | <i>Showing compassion and being generous.</i>  |
| <b>12. Integrity</b>                            | <i>Acting honestly, sincere, and being dependable and trustworthy.</i>   |
| <b>13. Malevolent</b>                           | <i>Wanting to cause harm and showing a desire to cause harm, hostile.</i>  |
| <b>14. Modesty</b>                              | <i>Displaying patience and a calm and modest attitude.</i>   |

| <i>Leadership Characteristics or behaviours</i>   | <i>Description</i>   |
|---|--|
| <b>15. Non Participative</b>                      | <i>Does not micro manage, does not freely delegate, does not share control and does not work on a team basis.</i>            |
| <b>16. Performance Orientation</b>                | <i>Driven for results, excellence and improvement.</i>   |
| <b>17. Procedural</b>                             | <i>Insisting on being formal and a necessity for procedures, rituals, traditions and caution.</i>                            |
| <b>18. Self-Centred</b>                           | <i>Being a 'loner' who acts self-interestedly and asocially.</i>   |
| <b>19. Status conscious</b>                       | <i>Being aware of socially accepted status and acting class consciously.</i>   |
| <b>20. Team I: Collaborative Team Orientation</b> | <i>Being group-oriented, collaborative, loyal and consultative emphasising improvement, high performance and excellence.</i> |
| <b>21. Team II: Team Integrator</b>               | <i>Behaving in a formal, habitual and cautious manner with a preference for regularity and routines.</i>                     |

## Appendix C – Demographic Information from Leaders and Followers

**To:** Follower

**From:** Vikki Kelly, Cobham.

**Date:**

### Leader's Name

is currently going through a leadership development process and part of that process is to gather information on what **you** think about leadership.

Leader's Name would like you to complete the questions at the bottom of this document, which gathers background information about **YOU**. The other attachment, as part of this email, gathers information regarding what **YOUR** views are of **leadership**. Please return both back to me completed. In a few weeks, I will email the third and final part once we have received this feedback.

You are probably aware of people who are exceptionally skilled at motivating, influencing, or enabling you, others, or groups to contribute to the success of Cargill. You would allow those people to “lead” you. We might call such people **“outstanding leaders.”**

In the other attachment, several behaviours and characteristics that can be used to describe leaders are listed. Each behaviour or characteristic is accompanied by a short definition to clarify its meaning.

Using the above description of outstanding leaders as a guide, rate the behaviours and characteristics on the following pages.

We want to understand what **YOUR** view is of an “outstanding leader” and this questionnaire allows us to gather this information. We can also compare Cargill’s answers to 30,000 other responses from other organizations around the world.

To do this, check/tick **ONE** box per question. The box you check/tick should be based on the following scale.

Save both attachments, complete them both and then re-attach them back to another email.

## **THE SCALE**

- 1**=This behaviour or characteristic **greatly inhibits** a person from being an outstanding leader.  
**2**=This behaviour or characteristic **somewhat inhibits** a person from being an outstanding leader.  
**3**=This behaviour or characteristic **slightly inhibits** a person from being an outstanding leader.  
**4**=This behaviour or characteristic has **no impact** on whether a person is an outstanding leader.  
**5**=This behaviour or characteristic **contributes slightly** to a person being an outstanding leader.  
**6**=This behaviour or characteristic **contributes somewhat** to a person being an outstanding leader.  
**7**=This behaviour or characteristic **contributes greatly** to a person being an outstanding leader.

## **AN EXAMPLE**

**As an example, question number one reads:-**

### **1. Diplomatic – Skilled at interpersonal relations, tactful**

If you feel that being “*Diplomatic*” contributes greatly to **YOUR** definition of an outstanding leader, then you should vote:-

|                  |          |          |           |          |          |                     |
|------------------|----------|----------|-----------|----------|----------|---------------------|
| Greatly Inhibits |          |          | No Impact |          |          | Greatly Contributes |
| <b>1</b>         | <b>2</b> | <b>3</b> | <b>4</b>  | <b>5</b> | <b>6</b> | <b>7</b>            |
|                  |          |          |           |          |          | ×                   |

## **Confidentiality Guaranteed**

Individual responses are not shared with anybody. Information is only made available to Leader's Name for the group and individual scores are averaged and names are removed, so your response is not made available to Leader's Name .

## **PERSONAL DETAILS:**

We will analyse the data based upon the different national cultures. Please answer the following questions, even if your answers are the same.

|  |   |                               |                  |
|--|---|-------------------------------|------------------|
| <p><b>1. Name</b><br/>We ask this in case we have questions about your response. We do not share individual results.</p>   | <p><b>Follower's Name</b></p>                               |                               |                  |
| <p><b>2. Country of Birth</b></p>  |   |                               |                  |
| <p><b>3. Nationality</b><br/>This is the country where you have legal citizenship because of where you were born or because of your parents' nationality</p>   |   |                               |                  |
| <p><b>4. Passport Nationality(ies)</b><br/>In most cases your passport nationality will be the same as Q2. In some cases this may be different for a number of reasons. If you have more than one passport, please state them all.</p> | <p>1.<br/>2.<br/>3.</p>                                     |                               |                  |
| <p><b>5. Please list the countries that you have lived in for period of more than one year</b><br/><br/><i>List countries &amp; number of years in each</i></p>  | <p><b>Country</b></p> <p>1.<br/>2.<br/>3.<br/>4.<br/>5.</p> | <p><b>Number of Years</b></p> | <p><b>of</b></p> |
| <p><b>6. How old are you?</b><br/><br/><b>A:</b> &lt;=30<br/><b>B:</b> 31-40</p>   | <p>A, B, C or D</p>   |                               |                  |

|   |                          |
|---|--------------------------|
| <b>C: 41-50</b><br><b>D: &gt;50</b>   |                          |
| <b>7. What is your gender?<br/>Male or Female (M or F)</b>                          | M or F                   |
| <b>8. How long have you lived<br/>in the country where you<br/>currently live</b>   | Years in current country |
| <b>9. What country was your<br/><u>mother</u> born in?</b>                          |                          |
| <b>10. What country was your<br/><u>father</u> born in?</b>                         |                          |
| <b>11. What language(s) were<br/>spoken in your home when<br/>you were a child?</b> | 1.<br>2.<br>3.           |
| <b>12. How many years of full-<br/>time work experience have<br/>you had?</b>       | Years                    |
| <b>13. How many years have you<br/>been a manager?</b>                              | Enter 0 if not a manager |
| <b>14. How long have you<br/>worked for your current<br/>employer?</b>              | Years                    |
| <b>15. How many people report<br/>directly to you in the chain</b>                  |                          |

|  |  |                              |
|--|--|------------------------------|
| <p><b>of command? These are <u>DIRECT</u> reports</b></p>  |  |                              |
| <p><b>16. How many people work in the business unit/department/function of the organization you manage? These are DIRECT and INDIRECT reports.</b></p>   | <p>Approximate number</p>              |                              |
| <p><b>17. How many organizational levels are there between you and the CEO (Warren Staley)?</b></p>  |  |                              |
| <p><b>18. What language(s) do you use at work?</b></p>   | <p>1.<br/>2.<br/>3.</p>                |                              |
| <p><b>19. How frequently do you communicate (written &amp; spoken) directly with Leader's Name ?</b></p> <p>A. Everyday<br/>B. Most days<br/>C. At least once per week.<br/>D. At least once per month.<br/>E. Very infrequently</p> | <p>A, B, C or D</p>                    |                              |
| <p><b>20. Spread 100% across these categories regarding how you generally communicate with Leader's Name regardless frequency.</b></p>   |  | <p><b><u>Percent</u></b></p> |
|  | <p>Face to face.</p>                   |                              |
|  | <p>Telephone.</p>                      |                              |
|  | <p>Video conference.</p>               |                              |
|  | <p>Written e.g. memos and e-mails.</p> |                              |
|  | <p><b>TOTAL</b></p>                    | <p><b>100%</b></p>           |

**Thank you for taking the time to complete this questionnaire**

*Please return this completed questionnaire to Vikki Kelly /cobo*



## Appendix D – Questionnaire 1

| <b>Views of what counts for “Outstanding Leadership” - «Follower Name»</b>  |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Characteristic or Behavior</b>   | <b>Your Score</b>        |                          |                          |                          |                          |                          |                          |
|   | Greatly<br>Inhibits      | No<br>Impact             |                          |                          | Contributes<br>Greatly   |                          |                          |
|   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 |
| <b>1. Diplomatic</b> – Skilled at interpersonal relations, tactful  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>2. Evasive</b> - Refrains from making negative comments to maintain good relationships and save face                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>3. Mediator</b> – Intervenes to solve conflicts between individuals  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>4. Bossy</b> - Tells subordinates what to do in a commanding way   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>5. Positive</b> – Generally optimistic and confident   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>6. Intra-group competitor</b> - Tries to exceed the performance of others in his or her group                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>7. Autonomous</b> - Acts independently, does not rely on others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>8. Independent</b> - Does not rely on others; self-governing   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>9. Ruthless</b> – Punitive; Having no pity or compassion   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>10. Tender</b> – Easily hurt or offended   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>11. Improvement-Oriented</b> – Seeks continuous performance improvement  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>12. Inspirational</b> – Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>13. Anticipatory</b> – Anticipates, attempts to forecast events, considers what will happen in the future                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>14. Risk taker</b> - Willing to invest major resources in endeavours that do not have high probability of being successful         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>15. Sincere</b> – Means what he/she says, earnest  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>16. Trustworthy</b> - Deserves trust, can be believed and relied upon to keep his/her word   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>17. Worldly</b> – Interested in temporal events, has a world outlook   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>18. Intra-group Conflict Avoider</b> - Avoids disputes with members of his or her group  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| <b>Views of what counts for “Outstanding Leadership” - «Follower Name»</b>   |                          |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Characteristic or Behavior</b>  | <b>Your Score</b>        |                          |                          |                          |                          |                          |                          |
|  | Greatly Inhibits         |                          | No Impact                |                          |                          | Contributes Greatly      |                          |
|  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 |
| <b>19. Administratively Skilled</b> - Able to plan, organise, co-ordinate and control work of large numbers (over 75) of individuals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>20. Just</b> – Acts according to what is right or fair  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>21. Win/win problem-solver</b> - Able to identify solutions which satisfy individuals with diverse and conflicting interests      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>22. Clear</b> – Easily understood   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>23. Self-interested</b> – Pursues own best interests  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>24. Tyrannical</b> - Acts like a tyrant or despot; imperious, dictatorial, authoritative  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>25. Integrator</b> – Integrates people or things into cohesive, working whole   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>26. Calm</b> – Not easily distressed  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>27. Provocateur</b> - Stimulates unrest   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>28. Loyal</b> – Stays with and supports friends even when they have substantial problems or difficulties                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>29. Unique</b> - An unusual person, has characteristics of behaviours that are different from most others                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>30. Collaborative</b> - Works jointly with others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>31. Encouraging</b> - Gives courage, confidence or hope through reassuring and advising   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>32. Morale booster</b> – Increases morale of subordinates by offering encouragement, praise, and/or by being confident            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>33. Arrogant</b> - Presumptuous or overbearing  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>34. Orderly</b> - Is organised and methodological in work   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>35. Prepared</b> - Is ready for future events   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>36. Autocratic</b> - Makes decisions in dictatorial way   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>37. Secretive</b> - Tends to conceal information from others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>38. Asocial</b> - Avoids people or groups, prefers own company  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Views of what counts for “Outstanding Leadership” - «Follower Name»**

| Characteristic or Behavior  | Your Score               |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | Greatly Inhibits         |                          | No Impact                |                          |                          | Contributes Greatly      |                          |
|   | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        |
| <b>39. Fraternal</b> - Tends to be a good friend of subordinates  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>40. Generous</b> - Willing to give time, money, resources and help to others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>41. Formal</b> - Acts in accordance with rules, convention and ceremonies  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>42. Modest</b> - Does not boast, presents self in a humble manner  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>43. Intelligent</b> - Smart, learns and understands easily   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>44. Decisive</b> - Makes decisions firmly and quickly  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>45. Consultative</b> - Consults with others before making plans or taking action   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>46. Irritable</b> – Moody; easily agitated   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>47. Loner</b> – Works and acts separately from others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>48. Enthusiastic</b> - Demonstrates and imparts strong positive emotions for work  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>49. Risk averse</b> - Avoids taking risks, dislikes risk   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>50. Vindictive</b> – Vengeful; seeks revenge when wronged  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>51. Compassionate</b> - Has empathy for others, inclined to be helpful or show mercy   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>52. Subdued</b> – Suppressed, quiet, tame  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>53. Egocentric</b> – Self-absorbed, thoughts focus mostly on one’s self  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>54. Non-explicit</b> - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>55. Distant</b> - Aloof, stands off from others, difficult to become friends with  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>56. Intellectually stimulating</b> – Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes of others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| <b>Views of what counts for “Outstanding Leadership” - «Follower Name»</b>   |                          |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Characteristic or Behavior</b>  | <b>Your Score</b>        |                          |                          |                          |                          |                          |                          |
|  | Greatly Inhibits         |                          | No Impact                |                          |                          | Contributes Greatly      |                          |
|  | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 |
| <b>57. Cautious</b> - Proceeds/performs with great care and does not take risks  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>58. Organised</b> - Well organised, methodical, orderly   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>59. Cunning</b> - Sly, deceitful, full of guile   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>60. Informed</b> – Knowledgeable; aware of information  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>61. Effective bargainer</b> - Is able to negotiate effectively, able to make transactions with others on favourable terms   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>62. Egotistical</b> - Conceited, convinced of own abilities   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>63. Non co-operative</b> - Unwilling to work jointly with others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>64. Logical</b> - Applies logic when thinking   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>65. Status-conscious</b> - Aware of others' socially accepted status  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>66. Foresight</b> - Anticipates possible future events  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>67. Plans ahead</b> - Anticipates and prepares in advance   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>68. Normative</b> - Behaves according to the norms of his or her group  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>69. Individually-Oriented</b> - Concerned with and places high value on preserving individual rather than group needs       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>70. Non-egalitarian</b> - Believes that all individuals are not equal and only some should have equal rights and privileges | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>71. Intuitive</b> - Has extra insight   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>72. Indirect</b> - Does not go straight to the point, uses metaphors and examples to communicate                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>73. Habitual</b> - Given to a constant, regular routine   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>74. Self-effacing</b> - Presents themselves in a modest way   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>75. Able to Anticipate</b> - Able to successfully anticipate future needs   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>76. Motive Arouser</b> - Mobilises and activates followers  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| <b>Views of what counts for “Outstanding Leadership” - «Follower Name»</b>  |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Characteristic or Behavior</b>   | <b>Your Score</b>        |                          |                          |                          |                          |                          |                          |
|   | Greatly<br>Inhibits      |                          |                          | No<br>Impact             |                          | Contributes<br>Greatly   |                          |
|   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 |
| <b>77. Sensitive</b> - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>78. Convincing</b> - Usually able to persuade others of his/her viewpoint  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>79. Communicative</b> - Communicates with others frequently  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>80. Excellence-Oriented</b> – Strives for excellence in performance of self and subordinates                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>81. Procedural</b> - Follows established rules and guidelines  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>82. Confidence builder</b> – Instils others with confidence by showing confidence in them                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>83. Group-Oriented</b> - Concerned with the welfare of the group   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>84. Class Conscious</b> - Is conscious of class and status boundaries and acts accordingly                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>85. Non-participative</b> - Does not participate with others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>86. Self-sacrificial</b> - Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>87. Patient</b> - Has and shows patience   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>88. Honest</b> - Speaks and acts truthfully  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>89. Domineering</b> - Inclined to dominate others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>90. Intra-group face saver</b> - Ensures that other group members are not embarrassed or shamed                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>91. Dynamic</b> - Highly involved, energetic, enthused, motivated  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>92. Co-ordinator</b> - Integrates and manages work of subordinates   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>93. Elitist</b> - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| <b>Views of what counts for “Outstanding Leadership” - «Follower Name»</b>  |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Characteristic or Behavior</b>   | <b>Your Score</b>        |                          |                          |                          |                          |                          |                          |
|   | Greatly Inhibits         |                          | No Impact                |                          |                          | Contributes Greatly      |                          |
|   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 |
| <b>94. Team builder</b> - Able to induce group members to work together   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>95. Cynical</b> - Tends to believe the worst about people and events   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>96. Performance-oriented</b> - Sets high standards of performance  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>97. Ambitious</b> - Sets high goals, works hard  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>98. Motivational</b> - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>99. Micro-manager</b> - An extremely close supervisor, one who insists on making all decisions                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>100. Non-delegator</b> - Unwilling or unable to relinquish control of projects or tasks                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>101. Avoids negatives</b> - Avoids saying no to another when requested to do something, even when it cannot be done          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>102. Visionary</b> - Has a vision and imagination of the future  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>103. Willful</b> - Strong-willed, determined, resolute, persistent   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>104. Ruler</b> - Is in charge and does not tolerate disagreement or questioning, gives orders                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>105. Dishonest</b> - Fraudulent, insincere   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>106. Hostile</b> - Actively unfriendly, acts negatively toward others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>107. Future-oriented</b> - Makes plans and takes actions based on future goals   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>108. Good Administrator</b> - Has ability to manage complex office work and administrative systems                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>109. Dependable</b> – Reliable   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>110. Dictatorial</b> – Forces her/his values and opinions on others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>111. Individualistic</b> – Behaves in a different manner than peers  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| <b>Views of what counts for “Outstanding Leadership” - «Follower Name»</b>                            |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Characteristic or Behavior</b>   | <b>Your Score</b>        |                          |                          |                          |                          |                          |                          |
|   | Greatly<br>Inhibits      |                          |                          | No<br>Impact             |                          | Contributes<br>Greatly   |                          |
|   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 |
| <b>112. Ritualistic</b> - Uses a prescribed order to carry out procedures                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Thank you for completing this questionnaire. Please return to Organisation Effectiveness /Cobo</b> |                          |                          |                          |                          |                          |                          |                          |

## Appendix E – Questionnaire 2

### Feedback for <Leader Name>

**To: Follower**

**From: Dave McKie, Cobham.**

**Date: 26 March 2004**

Thank you for already completing and returning the Leadership Questionnaire that has provided us with what YOUR definition and understanding is of an *Outstanding Leader*.

«FirstName» would now like you to complete this questionnaire which has the same questions, but the difference is we want your opinion of «FirstName» «LastName»'s leadership performance. You were identified as somebody who is capable of commenting on «FirstName»'s performance.

#### **CONFIDENTIALITY:**

Under no circumstances will your scores be shared with «FirstName». «FirstName» will receive a summary of all the feedback and we must receive a minimum of eight responses otherwise no feedback will be given to «FirstName». It will be impossible for «FirstName» to link any of your scores directly with you.

For each question we would like to understand what your view is of the current performance of «FirstName» «LastName». To do this, check/tick ONE box per question. The box you check/tick should be based on the following scale.

#### **THE SCALE**

1=I have never observed this behaviour or characteristic in «FirstName» «LastName».

2=

3=

4=I have observed this behaviour or characteristic only sometimes in «FirstName» «LastName».

5=

6=

7= I have observed this behaviour or characteristic very frequently in «FirstName» «LastName».

Scores 2 and 3 represent a scaling between never and sometimes.

Scores 5 and 6 represent a scaling between sometimes and very frequent.

#### **AN EXAMPLE**

As an example, question number one reads:-

*Diplomatic – Skilled at interpersonal relations, tactful*



If you feel that «FirstName» demonstrates this attribute on a *very frequent* basis, then you should vote: -

|                          |                          |                          |                          |                          |                          |                                     |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|
| Never                    |                          |                          | Sometimes                |                          |                          | Very<br>Frequently                  |
| 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                                   |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Thank you for taking the time.

| <b><i>Your view of «FirstName» «LastName»'s performance</i></b>   |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Characteristic or Behavior</b>   | <b>Your Score</b>        |                          |                          |                          |                          |                          |                          |
|   | Never                    |                          | Sometimes                |                          |                          | Very Frequently          |                          |
|   | <b>1</b>                 | <b>2</b>                 | <b>3</b>                 | <b>4</b>                 | <b>5</b>                 | <b>6</b>                 | <b>7</b>                 |
| <b>1. Diplomatic</b> – Skilled at interpersonal relations, tactful  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>2. Evasive</b> - Refrains from making negative comments to maintain good relationships and save face                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>3. Mediator</b> – Intervenes to solve conflicts between individuals  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>4. Bossy</b> - Tells subordinates what to do in a commanding way   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>5. Positive</b> – Generally optimistic and confident   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>6. Intra-group competitor</b> - Tries to exceed the performance of others in his or her group                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>7. Autonomous</b> - Acts independently, does not rely on others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>8. Independent</b> - Does not rely on others; self-governing   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>9. Ruthless</b> – Punitive; Having no pity or compassion   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>10. Tender</b> – Easily hurt or offended   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>11. Improvement-Oriented</b> – Seeks continuous performance improvement  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>12. Inspirational</b> – Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>13. Anticipatory</b> – Anticipates, attempts to forecast events, considers what will happen in the future                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>14. Risk taker</b> - Willing to invest major resources in endeavours that do not have high probability of being successful         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>15. Sincere</b> – Means what he/she says, earnest  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>16. Trustworthy</b> - Deserves trust, can be believed and relied upon to keep his/her word   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>17. Worldly</b> – Interested in temporal events, has a world outlook   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>18. Intra-group Conflict Avoider</b> - Avoids disputes with members of his or her group  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>19. Administratively Skilled</b> - Able to plan, organise, co-ordinate and control work of large numbers (over 75) of individuals  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>20. Just</b> – Acts according to what is right or fair   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Your view of «*FirstName*» «*LastName*»'s performance**

| Characteristic or Behavior  | Your Score               |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | Never                    |                          | Sometimes                |                          |                          | Very Frequently          |                          |
|   | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        |
| <b>22. Win/win problem-solver</b> - Able to identify solutions which satisfy individuals with diverse and conflicting interests | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>22. Clear</b> – Easily understood  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>23. Self-interested</b> – Pursues own best interests   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>24. Tyrannical</b> - Acts like a tyrant or despot; imperious, dictatorial, authoritative                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>25. Integrator</b> – Integrates people or things into cohesive, working whole  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>26. Calm</b> – Not easily distressed   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>27. Provocateur</b> - Stimulates unrest  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>28. Loyal</b> – Stays with and supports friends even when they have substantial problems or difficulties                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>29. Unique</b> - An unusual person, has characteristics of behaviours that are different from most others                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>30. Collaborative</b> - Works jointly with others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>31. Encouraging</b> - Gives courage, confidence or hope through reassuring and advising                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>32. Morale booster</b> – Increases morale of subordinates by offering encouragement, praise, and/or by being confident       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>33. Arrogant</b> - Presumptuous or overbearing   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>34. Orderly</b> - Is organised and methodological in work  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>35. Prepared</b> - Is ready for future events  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>36. Autocratic</b> - Makes decisions in dictatorial way  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>37. Secretive</b> - Tends to conceal information from others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>38. Asocial</b> - Avoids people or groups, prefers own company   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>39. Fraternal</b> - Tends to be a good friend of subordinates  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>40. Generous</b> - Willing to give time, money, resources and help to others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Your view of «*FirstName*» «*LastName*»'s performance**

| Characteristic or Behavior  | Your Score               |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | Never                    |                          | Sometimes                |                          |                          | Very Frequently          |                          |
|   | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        |
| <b>41. Formal</b> - Acts in accordance with rules, convention and ceremonies  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>42. Modest</b> - Does not boast, presents self in a humble manner  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>43. Intelligent</b> - Smart, learns and understands easily   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>44. Decisive</b> - Makes decisions firmly and quickly  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>45. Consultative</b> - Consults with others before making plans or taking action   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>46. Irritable</b> – Moody; easily agitated   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>47. Loner</b> – Works and acts separately from others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>48. Enthusiastic</b> - Demonstrates and imparts strong positive emotions for work  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>49. Risk averse</b> - Avoids taking risks, dislikes risk   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>51. Vindictive</b> – Vengeful; seeks revenge when wronged  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>51. Compassionate</b> - Has empathy for others, inclined to be helpful or show mercy   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>52. Subdued</b> – Suppressed, quiet, tame  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>53. Egocentric</b> – Self-absorbed, thoughts focus mostly on one's self  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>54. Non-explicit</b> - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>55. Distant</b> - Aloof, stands off from others, difficult to become friends with  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>56. Intellectually stimulating</b> – Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes of others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>57. Cautious</b> - Proceeds/performs with great care and does not take risks   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>58. Organised</b> - Well organised, methodical, orderly  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>59. Cunning</b> - Sly, deceitful, full of guile  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>60. Informed</b> – Knowledgeable; aware of information   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Your view of «*FirstName*» «*LastName*»'s performance**

| Characteristic or Behavior   | Your Score               |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | Never                    |                          | Sometimes                |                          |                          | Very Frequently          |                          |
|  | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        |
| <b>61. Effective bargainer</b> - Is able to negotiate effectively, able to make transactions with others on favourable terms   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>62. Egotistical</b> - Conceited, convinced of own abilities   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>63. Non co-operative</b> - Unwilling to work jointly with others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>64. Logical</b> - Applies logic when thinking   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>65. Status-conscious</b> - Aware of others' socially accepted status  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>66. Foresight</b> - Anticipates possible future events  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>67. Plans ahead</b> - Anticipates and prepares in advance   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>68. Normative</b> - Behaves according to the norms of his or her group  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>69. Individually-Oriented</b> - Concerned with and places high value on preserving individual rather than group needs       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>70. Non-egalitarian</b> - Believes that all individuals are not equal and only some should have equal rights and privileges | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>71. Intuitive</b> - Has extra insight   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>72. Indirect</b> - Does not go straight to the point, uses metaphors and examples to communicate                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>73. Habitual</b> - Given to a constant, regular routine   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>74. Self-effacing</b> - Presents themselves in a modest way   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>75. Able to Anticipate</b> - Able to successfully anticipate future needs   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>76. Motive Arouser</b> - Mobilises and activates followers  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>78. Sensitive</b> - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>78. Convincing</b> - Usually able to persuade others of his/her viewpoint   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>79. Communicative</b> - Communicates with others frequently   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>80. Excellence-Oriented</b> – Strives for excellence in performance of self and subordinates                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Your view of «*FirstName*» «*LastName*»'s performance**

| Characteristic or Behavior  | Your Score               |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|   | Never                    |                          | Sometimes                |                          |                          | Very Frequently          |                          |
|   | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        |
| <b>81. Procedural</b> - Follows established rules and guidelines  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>82. Confidence builder</b> – Instils others with confidence by showing confidence in them                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>83. Group-Oriented</b> - Concerned with the welfare of the group   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>84. Class Conscious</b> - Is conscious of class and status boundaries and acts accordingly                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>85. Non-participative</b> - Does not participate with others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>86. Self-sacrificial</b> - Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>87. Patient</b> - Has and shows patience   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>89. Honest</b> - Speaks and acts truthfully  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>89. Domineering</b> - Inclined to dominate others  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>90. Intra-group face saver</b> - Ensures that other group members are not embarrassed or shamed                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>91. Dynamic</b> - Highly involved, energetic, enthused, motivated  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>92. Co-ordinator</b> - Integrates and manages work of subordinates   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>93. Elitist</b> - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>94. Team builder</b> - Able to induce group members to work together   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>95. Cynical</b> - Tends to believe the worst about people and events   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>96. Performance-oriented</b> - Sets high standards of performance  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>97. Ambitious</b> - Sets high goals, works hard  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>98. Motivational</b> - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>99. Micro-manager</b> - An extremely close supervisor, one who insists on making all decisions                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>100. Non-delegator</b> - Unwilling or unable to relinquish control of projects or tasks                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Your view of «FirstName» «LastName»'s performance**

| Characteristic or Behavior   | Your Score               |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | Never                    |                          | Sometimes                |                          |                          | Very Frequently          |                          |
|  | 1                        | 2                        | 3                        | 4                        | 5                        | 6                        | 7                        |
| <b>101. Avoids negatives</b> - Avoids saying no to another when requested to do something, even when it cannot be done | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>102. Visionary</b> - Has a vision and imagination of the future   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>103. Willful</b> - Strong-willed, determined, resolute, persistent  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>104. Ruler</b> - Is in charge and does not tolerate disagreement or questioning, gives orders                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>105. Dishonest</b> - Fraudulent, insincere  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>106. Hostile</b> - Actively unfriendly, acts negatively toward others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>107. Future-oriented</b> - Makes plans and takes actions based on future goals                                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>108. Good Administrator</b> - Has ability to manage complex office work and administrative systems                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>109. Dependable</b> – Reliable  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>110. Dictatorial</b> - Forces her/his values and opinions on others   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>111. Individualistic</b> – Behaves in a different manner than peers   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>112. Ritualistic</b> - Uses a prescribed order to carry out procedures  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>Thank you for completing this questionnaire. Please return to <u>Organisation Effectiveness /cobo</u></b>           |                          |                          |                          |                          |                          |                          |                          |

## **Appendix F – Communication regarding possible mistakes.**

*“Thank you for returning the questionnaire. During processing, it has become evident that some questions may have been misunderstood or a simple mistake has been made. We test to see if similar questions are answered with similar scores, for example trustworthy and honesty. Can you please review your answers and return your questionnaire back. It is **not** necessary that you make any changes; we are only asking you to review your answers. If you feel you did misunderstand some questions or it was a simple error, can you please amend them and return it as soon as possible. Unfortunately we cannot specify the questions because that means we are influencing your scores which is not our intention. We want to minimise errors and ensure your leader receives accurate feedback. Can we remind you that all your answers and communication with us is kept totally confidential. Under no circumstances does your leader see your scores. Thank you once again for your help.”*



## **Appendix G – Leadership Fit Follow-up Report**

## Appendix H – Eigen values for Questionnaire 1

### Total Variance Explained

| Qstn | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|      | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1    | 5.95                | 5.32          | 5.32         | 5.95                                | 5.32          | 5.32         | 2.95                              | 2.64          | 2.64         |
| 2    | 5.27                | 4.71          | 10.02        | 5.27                                | 4.71          | 10.02        | 2.85                              | 2.55          | 5.18         |
| 3    | 3.56                | 3.18          | 13.20        | 3.56                                | 3.18          | 13.20        | 2.39                              | 2.13          | 7.31         |
| 4    | 2.96                | 2.65          | 15.85        | 2.96                                | 2.65          | 15.85        | 2.36                              | 2.11          | 9.42         |
| 5    | 2.69                | 2.40          | 18.25        | 2.69                                | 2.40          | 18.25        | 2.35                              | 2.10          | 11.52        |
| 6    | 2.53                | 2.26          | 20.51        | 2.53                                | 2.26          | 20.51        | 2.14                              | 1.91          | 13.44        |
| 7    | 2.09                | 1.87          | 22.38        | 2.09                                | 1.87          | 22.38        | 2.12                              | 1.89          | 15.32        |
| 8    | 2.08                | 1.85          | 24.23        | 2.08                                | 1.85          | 24.23        | 2.09                              | 1.87          | 17.19        |
| 9    | 1.84                | 1.64          | 25.87        | 1.84                                | 1.64          | 25.87        | 2.04                              | 1.83          | 19.02        |
| 10   | 1.78                | 1.59          | 27.46        | 1.78                                | 1.59          | 27.46        | 1.97                              | 1.76          | 20.78        |
| 11   | 1.73                | 1.54          | 29.00        | 1.73                                | 1.54          | 29.00        | 1.96                              | 1.75          | 22.52        |
| 12   | 1.69                | 1.51          | 30.51        | 1.69                                | 1.51          | 30.51        | 1.91                              | 1.70          | 24.23        |
| 13   | 1.65                | 1.48          | 31.99        | 1.65                                | 1.48          | 31.99        | 1.84                              | 1.64          | 25.87        |
| 14   | 1.60                | 1.43          | 33.41        | 1.60                                | 1.43          | 33.41        | 1.75                              | 1.56          | 27.43        |
| 15   | 1.57                | 1.40          | 34.81        | 1.57                                | 1.40          | 34.81        | 1.74                              | 1.56          | 28.99        |
| 16   | 1.50                | 1.34          | 36.16        | 1.50                                | 1.34          | 36.16        | 1.73                              | 1.54          | 30.53        |
| 17   | 1.46                | 1.30          | 37.46        | 1.46                                | 1.30          | 37.46        | 1.68                              | 1.50          | 32.04        |
| 18   | 1.45                | 1.29          | 38.75        | 1.45                                | 1.29          | 38.75        | 1.66                              | 1.49          | 33.52        |
| 19   | 1.42                | 1.27          | 40.02        | 1.42                                | 1.27          | 40.02        | 1.66                              | 1.48          | 35.00        |
| 20   | 1.42                | 1.27          | 41.29        | 1.42                                | 1.27          | 41.29        | 1.65                              | 1.47          | 36.47        |
| 21   | 1.35                | 1.21          | 42.49        | 1.35                                | 1.21          | 42.49        | 1.65                              | 1.47          | 37.94        |
| 22   | 1.33                | 1.19          | 43.68        | 1.33                                | 1.19          | 43.68        | 1.64                              | 1.46          | 39.40        |
| 23   | 1.31                | 1.17          | 44.85        | 1.31                                | 1.17          | 44.85        | 1.61                              | 1.43          | 40.83        |

|    |      |      |       |      |      |       |      |      |       |
|----|------|------|-------|------|------|-------|------|------|-------|
| 24 | 1.29 | 1.15 | 46.00 | 1.29 | 1.15 | 46.00 | 1.60 | 1.43 | 42.26 |
| 25 | 1.25 | 1.12 | 47.12 | 1.25 | 1.12 | 47.12 | 1.57 | 1.40 | 43.67 |
| 26 | 1.22 | 1.09 | 48.21 | 1.22 | 1.09 | 48.21 | 1.53 | 1.36 | 45.03 |
| 27 | 1.20 | 1.07 | 49.28 | 1.20 | 1.07 | 49.28 | 1.53 | 1.36 | 46.39 |
| 28 | 1.17 | 1.04 | 50.33 | 1.17 | 1.04 | 50.33 | 1.51 | 1.35 | 47.74 |
| 29 | 1.16 | 1.03 | 51.36 | 1.16 | 1.03 | 51.36 | 1.51 | 1.34 | 49.09 |
| 30 | 1.14 | 1.01 | 52.37 | 1.14 | 1.01 | 52.37 | 1.48 | 1.32 | 50.41 |
| 31 | 1.10 | 0.98 | 53.36 | 1.10 | 0.98 | 53.36 | 1.43 | 1.27 | 51.68 |
| 32 | 1.09 | 0.97 | 54.33 | 1.09 | 0.97 | 54.33 | 1.40 | 1.25 | 52.93 |
| 33 | 1.06 | 0.95 | 55.27 | 1.06 | 0.95 | 55.27 | 1.40 | 1.25 | 54.18 |
| 34 | 1.05 | 0.93 | 56.21 | 1.05 | 0.93 | 56.21 | 1.38 | 1.24 | 55.41 |
| 35 | 1.04 | 0.93 | 57.14 | 1.04 | 0.93 | 57.14 | 1.37 | 1.22 | 56.64 |
| 36 | 1.04 | 0.93 | 58.07 | 1.04 | 0.93 | 58.07 | 1.32 | 1.18 | 57.82 |
| 37 | 1.00 | 0.90 | 58.96 | 1.00 | 0.90 | 58.96 | 1.28 | 1.15 | 58.96 |
| 38 | 0.99 | 0.89 | 59.85 |      |      |       |      |      |       |
| 39 | 0.99 | 0.88 | 60.73 |      |      |       |      |      |       |
| 40 | 0.97 | 0.87 | 61.60 |      |      |       |      |      |       |
| 41 | 0.96 | 0.86 | 62.46 |      |      |       |      |      |       |
| 42 | 0.95 | 0.85 | 63.30 |      |      |       |      |      |       |
| 43 | 0.93 | 0.83 | 64.14 |      |      |       |      |      |       |
| 44 | 0.92 | 0.82 | 64.96 |      |      |       |      |      |       |
| 45 | 0.91 | 0.81 | 65.77 |      |      |       |      |      |       |
| 46 | 0.90 | 0.80 | 66.57 |      |      |       |      |      |       |
| 47 | 0.87 | 0.78 | 67.35 |      |      |       |      |      |       |
| 48 | 0.87 | 0.77 | 68.12 |      |      |       |      |      |       |
| 49 | 0.85 | 0.76 | 68.88 |      |      |       |      |      |       |
| 50 | 0.84 | 0.75 | 69.63 |      |      |       |      |      |       |
| 51 | 0.83 | 0.74 | 70.37 |      |      |       |      |      |       |
| 52 | 0.82 | 0.73 | 71.10 |      |      |       |      |      |       |
| 53 | 0.81 | 0.73 | 71.83 |      |      |       |      |      |       |
| 54 | 0.81 | 0.72 | 72.54 |      |      |       |      |      |       |
| 55 | 0.79 | 0.71 | 73.25 |      |      |       |      |      |       |

|    |      |      |       |  |  |  |  |  |  |
|----|------|------|-------|--|--|--|--|--|--|
| 56 | 0.79 | 0.70 | 73.96 |  |  |  |  |  |  |
| 57 | 0.77 | 0.69 | 74.65 |  |  |  |  |  |  |
| 58 | 0.75 | 0.67 | 75.32 |  |  |  |  |  |  |
| 59 | 0.74 | 0.66 | 75.98 |  |  |  |  |  |  |
| 60 | 0.73 | 0.66 | 76.64 |  |  |  |  |  |  |
| 61 | 0.73 | 0.65 | 77.29 |  |  |  |  |  |  |
| 62 | 0.72 | 0.65 | 77.94 |  |  |  |  |  |  |
| 63 | 0.72 | 0.64 | 78.58 |  |  |  |  |  |  |
| 64 | 0.69 | 0.62 | 79.20 |  |  |  |  |  |  |
| 65 | 0.68 | 0.61 | 79.81 |  |  |  |  |  |  |
| 66 | 0.67 | 0.60 | 80.41 |  |  |  |  |  |  |
| 67 | 0.66 | 0.59 | 81.00 |  |  |  |  |  |  |
| 68 | 0.66 | 0.59 | 81.59 |  |  |  |  |  |  |
| 69 | 0.65 | 0.58 | 82.16 |  |  |  |  |  |  |
| 70 | 0.64 | 0.57 | 82.74 |  |  |  |  |  |  |
| 71 | 0.63 | 0.57 | 83.31 |  |  |  |  |  |  |
| 72 | 0.62 | 0.55 | 83.86 |  |  |  |  |  |  |
| 73 | 0.62 | 0.55 | 84.41 |  |  |  |  |  |  |
| 74 | 0.60 | 0.54 | 84.95 |  |  |  |  |  |  |
| 75 | 0.60 | 0.53 | 85.48 |  |  |  |  |  |  |
| 76 | 0.59 | 0.53 | 86.01 |  |  |  |  |  |  |
| 77 | 0.59 | 0.52 | 86.53 |  |  |  |  |  |  |
| 78 | 0.57 | 0.51 | 87.04 |  |  |  |  |  |  |
| 79 | 0.57 | 0.51 | 87.55 |  |  |  |  |  |  |
| 80 | 0.55 | 0.50 | 88.05 |  |  |  |  |  |  |
| 81 | 0.55 | 0.49 | 88.54 |  |  |  |  |  |  |
| 82 | 0.55 | 0.49 | 89.02 |  |  |  |  |  |  |
| 83 | 0.54 | 0.48 | 89.51 |  |  |  |  |  |  |
| 84 | 0.53 | 0.47 | 89.98 |  |  |  |  |  |  |
| 85 | 0.52 | 0.47 | 90.45 |  |  |  |  |  |  |
| 86 | 0.51 | 0.46 | 90.91 |  |  |  |  |  |  |
| 87 | 0.51 | 0.45 | 91.36 |  |  |  |  |  |  |

|     |      |      |        |  |  |  |  |  |  |
|-----|------|------|--------|--|--|--|--|--|--|
| 88  | 0.50 | 0.44 | 91.80  |  |  |  |  |  |  |
| 89  | 0.48 | 0.43 | 92.24  |  |  |  |  |  |  |
| 90  | 0.48 | 0.43 | 92.67  |  |  |  |  |  |  |
| 91  | 0.47 | 0.42 | 93.08  |  |  |  |  |  |  |
| 92  | 0.46 | 0.41 | 93.50  |  |  |  |  |  |  |
| 93  | 0.46 | 0.41 | 93.91  |  |  |  |  |  |  |
| 94  | 0.45 | 0.40 | 94.31  |  |  |  |  |  |  |
| 95  | 0.44 | 0.40 | 94.71  |  |  |  |  |  |  |
| 96  | 0.44 | 0.40 | 95.10  |  |  |  |  |  |  |
| 97  | 0.43 | 0.38 | 95.49  |  |  |  |  |  |  |
| 98  | 0.42 | 0.38 | 95.87  |  |  |  |  |  |  |
| 99  | 0.41 | 0.37 | 96.23  |  |  |  |  |  |  |
| 100 | 0.41 | 0.36 | 96.60  |  |  |  |  |  |  |
| 101 | 0.39 | 0.35 | 96.94  |  |  |  |  |  |  |
| 102 | 0.38 | 0.34 | 97.29  |  |  |  |  |  |  |
| 103 | 0.37 | 0.33 | 97.62  |  |  |  |  |  |  |
| 104 | 0.37 | 0.33 | 97.95  |  |  |  |  |  |  |
| 105 | 0.36 | 0.32 | 98.27  |  |  |  |  |  |  |
| 106 | 0.36 | 0.32 | 98.59  |  |  |  |  |  |  |
| 107 | 0.34 | 0.30 | 98.89  |  |  |  |  |  |  |
| 108 | 0.32 | 0.29 | 99.18  |  |  |  |  |  |  |
| 109 | 0.31 | 0.28 | 99.46  |  |  |  |  |  |  |
| 110 | 0.29 | 0.26 | 99.72  |  |  |  |  |  |  |
| 111 | 0.29 | 0.25 | 99.97  |  |  |  |  |  |  |
| 112 | 0.03 | 0.03 | 100.00 |  |  |  |  |  |  |

Extraction Method: Principal Component Analysis.

## Appendix I – 37 Principal Components from PCA for Questionnaire 1

| <b>Factor</b> | <b>Question</b>  |
|---------------|--|
| 1             | 066. Foresight - Anticipates possible future events  |
| 1.01          | 075. Able to Anticipate - Able to successfully anticipate future needs   |
| 1.02          | 067. Plans ahead - Anticipates and prepares in advance   |
| 1.03          | 013. Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future                         |
| 1.04          | 071. Intuitive - Has extra insight   |
| 1.05          | 102. Visionary - Has a vision and imagination of the future  |
| 1.06          | 107. Future-oriented - Makes plans and takes actions based on future goals   |
| 2             | 034. Orderly - Is organised and methodological in work   |
| 2.01          | 058. Organised - well organised, methodical, orderly   |
| 2.02          | 108. Good Administrator - Has ability to manage complex office work and administrative systems                                 |
| 2.03          | 019. Administratively Skilled - Able to plan, organise, co-ordinate and control work of large numbers (over 75) of individuals |
| 2.04          | 035. Prepared - Is ready for future events   |
| 3             | 015. Sincere - Means what he/she says, earnest   |
| 3.01          | 016. Trustworthy - Deserves trust, can be believed and relied upon to keep his/her word  |
| 3.02          | 088. Honest - Speaks and acts truthfully   |
| 3.03          | 020. Just - Acts according to what is right or fair  |
| 4             | 105. Dishonest - Fraudulent, insincere   |
| 4.01          | 106. Hostile - Actively unfriendly, acts negatively toward others  |
| 4.02          | 050. Vindictive - Vengeful; seeks revenge when wronged   |
| 4.03          | 024. Tyrannical - Acts like a tyrant or despot; imperious, dictatorial, authoritative  |
| 5             | 096. Performance-oriented - Sets high standards of performance   |
| 5.01          | 080. Excellence-Oriented - Strives for excellence in performance of self and subordinates                                      |
| 5.02          | 097. Ambitious - Sets high goals, works hard   |
| 5.03          | 011. Improvement-Oriented - Seeks continuous performance improvement   |
| 6             | 110. Dictatorial - Forces her/his values and opinions on others  |
| 6.01          | 104. Ruler - Is in charge and does not tolerate disagreement or questioning, gives orders                                      |
| 6.02          | 036. Autocratic - Makes decisions in dictatorial way   |

|         |   |
|---------|---|
| 6.03    | 089. Domineering - Inclined to dominate others  |
| 7       | 068. Normative - Behaves according to the norms of his or her group   |
| 7.01    | 081. Procedural - Follows established rules and guidelines  |
| 7.02 *  | 111. Individualistic - Behaves in a different manner than peers   |
| 7.03    | 041. Formal - Acts in accordance with rules, convention and ceremonies  |
| 8       | 031. Encouraging - Gives courage, confidence or hope through reassuring and advising                                    |
| 8.01    | 032. Morale booster - Increases morale of subordinates by offering encouragement, praise, and/or by being confident     |
| 8.02    | 082. Confidence builder - Instils others with confidence by showing confidence in them                                  |
| 9       | 038. Asocial - Avoids people or groups, prefers own company   |
| 9.01    | 047. Loner - Works and acts separately from others  |
| 9.02    | 055. Distant - Aloof, stands off from others, difficult to become friends with  |
| 10      | 074. Self-effacing - Presents themselves in a modest way  |
| 10.01   | 042. Modest - Does not boast, presents self in a humble manner  |
| 10.02   | 051. Compassionate - Has empathy for others, inclined to be helpful or show mercy                                       |
| 11      | 043. Intelligent - Smart, learns and understands easily (REVERSE SCORE)   |
| 11.01   | 109. Dependable - Reliable ( <b>REVERSE SCORE</b> )   |
| 11.02   | 052. Subdued - Suppressed, quiet, tame (REVERSE SCORE)  |
| 11.03 * | 062. Egotistical - Conceited, convinced of own abilities  |
| 12      | 008. Independent - Does not rely on others; self-governing  |
| 12.01   | 007. Autonomous - Acts independently, does not rely on others   |
| 13      | 077. Sensitive - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                |
| 13.01   | 090. Intra-group face saver - Ensures that other group members are not embarrassed or shamed                            |
| 14      | 049. Risk averse - Avoids taking risks, dislikes risk   |
| 14.01   | 057. Cautious - Proceeds/performs with great care and does not take risks   |
| 14.02 * | 014. Risk taker - Willing to invest major resources in endeavours that do not have high probability of being successful |
| 15      | 028. Loyal - Stays with and supports friends even when they have substantial problems or difficulties                   |
| 15.01   | 039. Fraternal - Tends to be a good friend of subordinates  |
| 15.02   | 040. Generous - Willing to give time, money, resources and help to others   |
| 16      | 100. Non-delegator - Unwilling or unable to relinquish control of projects or tasks                                     |
| 16.01   | 099. Micro-manager - An extremely close supervisor, one who insists on making all decisions                             |
| 17      | 112. Ritualistic - Uses a prescribed order to carry out procedures  |
| 17.01   | 073. Habitual - Given to a constant, regular routine  |
| 17.02 * | 033. Arrogant - Presumptuous or overbearing   |
| 17.03 * | 044. Decisive - Makes decisions firmly and quickly  |

|         |  |
|---------|--|
| 18      | 070. Non-egalitarian - Believes that all individuals are not equal and only some should have equal rights and privileges                 |
| 18.01   | 093. Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges                  |
| 18.02   | 069. Individually-Oriented - Concerned with and places high value on preserving individual rather than group needs                       |
| 19      | 084. Class Conscious - Is conscious of class and status boundaries and acts accordingly  |
| 19.01   | 065. Status-conscious – Aware of others' socially accepted status  |
| 20      | 072. Indirect - Does not go straight to the point, uses metaphors and examples to communicate  |
| 20.01   | 054. Non-explicit - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example                           |
| 21      | 021. Win/win problem -solver - Able to identify solutions which satisfy individuals with diverse and conflicting interests               |
| 21.01   | 022. Clear - Easily understood   |
| 22      | 079. Communicative - Communicates with others frequently   |
| 22.01 * | 085. Non-participative – Does not participate with others  |
| 22.02   | 094. Team builder - Able to induce group members to work together  |
| 22.03   | 056. Intellectually stimulating -Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes of others |
| 23      | 026. Calm - Not easily distressed  |
| 23.01 * | 046. Irritable - Moody; easily agitated  |
| 23.02   | 087. Patient - Has and shows patience  |
| 24      | 023. Self-interested – Pursues own best interests  |
| 24.01   | 027. Provocateur – Stimulates unrest   |
| 25      | 025. Integrator - Integrates people or things into cohesive, working whole   |
| 25.01   | 076. Motive Arouser - Mobilises and activates followers  |
| 25.02   | 048. Enthusiastic - Demonstrates and imparts strong positive emotions for work   |
| 26      | 003. Mediator - Intervenes to solve conflicts between individuals  |
| 26.01   | 001. Diplomatic - Skilled at interpersonal relations, tactful  |
| 27      | 009. Ruthless - Punitive; Having no pity or compassion   |
| 27.01   | 004. Bossy - Tells subordinates what to do in a commanding way   |
| 28      | 010. Tender - Easily hurt or offended  |
| 28.01   | 101. Avoids negatives – Avoids saying no to another when requested to do something, even when it cannot be done                          |
| 29      | 098. Motivational - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices                |
| 29.01   | 092. Co-ordinator - Integrates and manages work of subordinates  |
| 30      | 078. Convincing - Usually able to persuade others of his/her viewpoint   |
| 31      | 059. Cunning - Sly, deceitful, full of guile   |
| 32      | 029. Unique - An unusual person, has characteristics of behaviours that are different from most others                                   |
| 33      | 095. Cynical - Tends to believe the worst about people and events  |
| 33.01 * | 064. Logical - Applies logic when thinking   |



|         |   |
|---------|---|
| 34      | 061. Effective bargainer - Is able to negotiate effectively, able to make transactions with others on favourable terms          |
| 34.01 * | 083. Group-Oriented - Concerned with the welfare of the group   |
| 35      | 037. Secretive - Tends to conceal information from others   |
| 35.01   | 006. Intra-group competitor - Tries to exceed the performance of others in his or her group                                     |
| 36      | 017. Worldly - Interested in temporal events, has a world outlook   |
| 37      | 045. Consultative - Consults with others before making plans or taking action   |
| 37.01   | 053. Egocentric - Self-absorbed, thoughts focus mostly on one's self  |
| 99      | 012. Inspirational - Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard |
| 99      | 063. Non co-operative - Unwilling to work jointly with others   |
| 99      | 002. Evasive - Refrains from making negative comments to maintain good relationships and save face                              |
| 99      | 018. Intra-group Conflict Avoider - Avoids disputes with members of his or her group  |
| 99      | 060. Informed - Knowledgeable; aware of information   |
| 99      | 091. Dynamic - Highly involved, energetic, enthused, motivated  |
| 99      | 103. Willful - Strong-willed, determined, resolute, persistent  |
| 99      | 086. Self-sacrificial - Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision               |
| 99      | 005. Positive - Generally optimistic and confident  |
| 99      | 030. Collaborative - Works jointly with others  |

\* denotes that the item had a negative correlation and therefore the questions are reversed for that factor.

**Appendix J – Correlations of 37 Principal Components from Questionnaire 1**

## Appendix K – Eigen Values for Questionnaire 2

### Total Variance Explained

| Qstn | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|      | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1    | 18.75               | 16.74         | 16.74        | 18.75                               | 16.74         | 16.74        | 6.73                              | 6.01          | 6.01         |
| 2    | 7.54                | 6.73          | 23.48        | 7.54                                | 6.73          | 23.48        | 5.67                              | 5.06          | 11.07        |
| 3    | 4.35                | 3.89          | 27.37        | 4.35                                | 3.89          | 27.37        | 4.94                              | 4.41          | 15.49        |
| 4    | 3.11                | 2.78          | 30.14        | 3.11                                | 2.78          | 30.14        | 4.19                              | 3.74          | 19.23        |
| 5    | 2.90                | 2.59          | 32.73        | 2.90                                | 2.59          | 32.73        | 3.98                              | 3.55          | 22.78        |
| 6    | 2.44                | 2.18          | 34.92        | 2.44                                | 2.18          | 34.92        | 2.70                              | 2.41          | 25.19        |
| 7    | 2.23                | 2.00          | 36.91        | 2.23                                | 2.00          | 36.91        | 2.68                              | 2.39          | 27.58        |
| 8    | 1.85                | 1.65          | 38.56        | 1.85                                | 1.65          | 38.56        | 2.44                              | 2.18          | 29.76        |
| 9    | 1.84                | 1.64          | 40.20        | 1.84                                | 1.64          | 40.20        | 2.38                              | 2.12          | 31.89        |
| 10   | 1.71                | 1.53          | 41.73        | 1.71                                | 1.53          | 41.73        | 2.37                              | 2.11          | 34.00        |
| 11   | 1.61                | 1.44          | 43.16        | 1.61                                | 1.44          | 43.16        | 2.34                              | 2.09          | 36.09        |
| 12   | 1.55                | 1.38          | 44.54        | 1.55                                | 1.38          | 44.54        | 2.14                              | 1.91          | 38.00        |
| 13   | 1.49                | 1.33          | 45.87        | 1.49                                | 1.33          | 45.87        | 2.13                              | 1.90          | 39.90        |
| 14   | 1.44                | 1.29          | 47.16        | 1.44                                | 1.29          | 47.16        | 2.01                              | 1.79          | 41.70        |
| 15   | 1.41                | 1.26          | 48.42        | 1.41                                | 1.26          | 48.42        | 2.00                              | 1.78          | 43.48        |
| 16   | 1.38                | 1.23          | 49.65        | 1.38                                | 1.23          | 49.65        | 1.95                              | 1.74          | 45.22        |
| 17   | 1.31                | 1.17          | 50.82        | 1.31                                | 1.17          | 50.82        | 1.92                              | 1.72          | 46.94        |
| 18   | 1.30                | 1.16          | 51.98        | 1.30                                | 1.16          | 51.98        | 1.77                              | 1.58          | 48.51        |
| 19   | 1.25                | 1.11          | 53.09        | 1.25                                | 1.11          | 53.09        | 1.74                              | 1.56          | 50.07        |
| 20   | 1.22                | 1.09          | 54.18        | 1.22                                | 1.09          | 54.18        | 1.70                              | 1.52          | 51.59        |
| 21   | 1.18                | 1.06          | 55.24        | 1.18                                | 1.06          | 55.24        | 1.69                              | 1.51          | 53.10        |
| 22   | 1.14                | 1.02          | 56.26        | 1.14                                | 1.02          | 56.26        | 1.60                              | 1.43          | 54.53        |
| 23   | 1.09                | 0.98          | 57.24        | 1.09                                | 0.98          | 57.24        | 1.58                              | 1.41          | 55.93        |
| 24   | 1.09                | 0.97          | 58.21        | 1.09                                | 0.97          | 58.21        | 1.55                              | 1.38          | 57.32        |
| 25   | 1.05                | 0.94          | 59.14        | 1.05                                | 0.94          | 59.14        | 1.49                              | 1.33          | 58.65        |

|    |      |      |       |      |      |       |      |      |       |
|----|------|------|-------|------|------|-------|------|------|-------|
| 26 | 1.04 | 0.93 | 60.07 | 1.04 | 0.93 | 60.07 | 1.44 | 1.28 | 59.93 |
| 27 | 1.02 | 0.91 | 60.98 | 1.02 | 0.91 | 60.98 | 1.18 | 1.05 | 60.98 |
| 28 | 0.99 | 0.88 | 61.86 |      |      |       |      |      |       |
| 29 | 0.98 | 0.87 | 62.74 |      |      |       |      |      |       |
| 30 | 0.97 | 0.86 | 63.60 |      |      |       |      |      |       |
| 31 | 0.94 | 0.84 | 64.44 |      |      |       |      |      |       |
| 32 | 0.92 | 0.83 | 65.27 |      |      |       |      |      |       |
| 33 | 0.92 | 0.82 | 66.09 |      |      |       |      |      |       |
| 34 | 0.90 | 0.80 | 66.89 |      |      |       |      |      |       |
| 35 | 0.88 | 0.79 | 67.68 |      |      |       |      |      |       |
| 36 | 0.87 | 0.77 | 68.45 |      |      |       |      |      |       |
| 37 | 0.84 | 0.75 | 69.20 |      |      |       |      |      |       |
| 38 | 0.83 | 0.74 | 69.94 |      |      |       |      |      |       |
| 39 | 0.80 | 0.71 | 70.66 |      |      |       |      |      |       |
| 40 | 0.79 | 0.71 | 71.37 |      |      |       |      |      |       |
| 41 | 0.76 | 0.68 | 72.05 |      |      |       |      |      |       |
| 42 | 0.76 | 0.68 | 72.72 |      |      |       |      |      |       |
| 43 | 0.75 | 0.67 | 73.39 |      |      |       |      |      |       |
| 44 | 0.75 | 0.67 | 74.06 |      |      |       |      |      |       |
| 45 | 0.73 | 0.65 | 74.71 |      |      |       |      |      |       |
| 46 | 0.72 | 0.64 | 75.35 |      |      |       |      |      |       |
| 47 | 0.71 | 0.64 | 75.99 |      |      |       |      |      |       |
| 48 | 0.69 | 0.62 | 76.60 |      |      |       |      |      |       |
| 49 | 0.67 | 0.60 | 77.20 |      |      |       |      |      |       |
| 50 | 0.67 | 0.60 | 77.80 |      |      |       |      |      |       |
| 51 | 0.66 | 0.59 | 78.39 |      |      |       |      |      |       |
| 52 | 0.65 | 0.58 | 78.98 |      |      |       |      |      |       |
| 53 | 0.63 | 0.57 | 79.54 |      |      |       |      |      |       |
| 54 | 0.63 | 0.56 | 80.10 |      |      |       |      |      |       |
| 55 | 0.61 | 0.54 | 80.65 |      |      |       |      |      |       |
| 56 | 0.60 | 0.53 | 81.18 |      |      |       |      |      |       |
| 57 | 0.59 | 0.52 | 81.70 |      |      |       |      |      |       |

|    |      |      |       |  |  |  |  |  |  |
|----|------|------|-------|--|--|--|--|--|--|
| 58 | 0.58 | 0.51 | 82.22 |  |  |  |  |  |  |
| 59 | 0.57 | 0.51 | 82.73 |  |  |  |  |  |  |
| 60 | 0.56 | 0.50 | 83.22 |  |  |  |  |  |  |
| 61 | 0.56 | 0.50 | 83.72 |  |  |  |  |  |  |
| 62 | 0.55 | 0.49 | 84.21 |  |  |  |  |  |  |
| 63 | 0.55 | 0.49 | 84.70 |  |  |  |  |  |  |
| 64 | 0.52 | 0.47 | 85.17 |  |  |  |  |  |  |
| 65 | 0.51 | 0.46 | 85.62 |  |  |  |  |  |  |
| 66 | 0.51 | 0.45 | 86.08 |  |  |  |  |  |  |
| 67 | 0.50 | 0.45 | 86.52 |  |  |  |  |  |  |
| 68 | 0.49 | 0.43 | 86.96 |  |  |  |  |  |  |
| 69 | 0.48 | 0.43 | 87.39 |  |  |  |  |  |  |
| 70 | 0.48 | 0.43 | 87.81 |  |  |  |  |  |  |
| 71 | 0.47 | 0.42 | 88.23 |  |  |  |  |  |  |
| 72 | 0.46 | 0.41 | 88.64 |  |  |  |  |  |  |
| 73 | 0.45 | 0.40 | 89.04 |  |  |  |  |  |  |
| 74 | 0.45 | 0.40 | 89.44 |  |  |  |  |  |  |
| 75 | 0.44 | 0.39 | 89.84 |  |  |  |  |  |  |
| 76 | 0.43 | 0.39 | 90.22 |  |  |  |  |  |  |
| 77 | 0.42 | 0.38 | 90.60 |  |  |  |  |  |  |
| 78 | 0.42 | 0.37 | 90.97 |  |  |  |  |  |  |
| 79 | 0.41 | 0.37 | 91.34 |  |  |  |  |  |  |
| 80 | 0.40 | 0.36 | 91.70 |  |  |  |  |  |  |
| 81 | 0.39 | 0.35 | 92.05 |  |  |  |  |  |  |
| 82 | 0.38 | 0.34 | 92.39 |  |  |  |  |  |  |
| 83 | 0.38 | 0.34 | 92.73 |  |  |  |  |  |  |
| 84 | 0.37 | 0.33 | 93.06 |  |  |  |  |  |  |
| 85 | 0.37 | 0.33 | 93.38 |  |  |  |  |  |  |
| 86 | 0.36 | 0.32 | 93.70 |  |  |  |  |  |  |
| 87 | 0.36 | 0.32 | 94.02 |  |  |  |  |  |  |
| 88 | 0.35 | 0.31 | 94.34 |  |  |  |  |  |  |
| 89 | 0.34 | 0.31 | 94.64 |  |  |  |  |  |  |

|     |      |      |        |  |  |  |  |  |  |
|-----|------|------|--------|--|--|--|--|--|--|
| 90  | 0.34 | 0.30 | 94.94  |  |  |  |  |  |  |
| 91  | 0.33 | 0.30 | 95.24  |  |  |  |  |  |  |
| 92  | 0.33 | 0.29 | 95.53  |  |  |  |  |  |  |
| 93  | 0.32 | 0.29 | 95.82  |  |  |  |  |  |  |
| 94  | 0.32 | 0.28 | 96.10  |  |  |  |  |  |  |
| 95  | 0.31 | 0.28 | 96.38  |  |  |  |  |  |  |
| 96  | 0.30 | 0.27 | 96.65  |  |  |  |  |  |  |
| 97  | 0.29 | 0.26 | 96.91  |  |  |  |  |  |  |
| 98  | 0.29 | 0.26 | 97.17  |  |  |  |  |  |  |
| 99  | 0.28 | 0.25 | 97.42  |  |  |  |  |  |  |
| 100 | 0.28 | 0.25 | 97.67  |  |  |  |  |  |  |
| 101 | 0.27 | 0.24 | 97.91  |  |  |  |  |  |  |
| 102 | 0.26 | 0.24 | 98.14  |  |  |  |  |  |  |
| 103 | 0.26 | 0.23 | 98.38  |  |  |  |  |  |  |
| 104 | 0.25 | 0.23 | 98.60  |  |  |  |  |  |  |
| 105 | 0.24 | 0.21 | 98.82  |  |  |  |  |  |  |
| 106 | 0.24 | 0.21 | 99.03  |  |  |  |  |  |  |
| 107 | 0.23 | 0.21 | 99.23  |  |  |  |  |  |  |
| 108 | 0.23 | 0.20 | 99.44  |  |  |  |  |  |  |
| 109 | 0.22 | 0.19 | 99.63  |  |  |  |  |  |  |
| 110 | 0.20 | 0.18 | 99.82  |  |  |  |  |  |  |
| 111 | 0.18 | 0.16 | 99.98  |  |  |  |  |  |  |
| 112 | 0.03 | 0.02 | 100.00 |  |  |  |  |  |  |

Extraction Method: Principal Component Analysis.

## Appendix L – 27 Principal Components from PCA for Questionnaire 2

| Factor | Item  |
|--------|---|
| 1.00   | 036. Autocratic - Makes decisions in dictatorial way  |
| 1.01   | 004. Bossy - Tells subordinates what to do in a commanding way  |
| 1.02   | 110. Dictatorial - Forces her/his values and opinions on others   |
| 1.03   | 104. Ruler - Is in charge and does not tolerate disagreement or questioning, gives orders   |
| 1.04   | 024. Tyrannical - Acts like a tyrant or despot; imperious, dictatorial, authoritative   |
| 1.05   | 089. Domineering - Inclined to dominate others  |
| 1.06   | 033. Arrogant - Presumptuous or overbearing   |
| 1.07 * | 001. Diplomatic - Skilled at interpersonal relations, tactful   |
| 1.08 * | 021. Win/win problem-solver - Able to identify solutions which satisfy individuals with diverse and conflicting interests                 |
| 2.00   | 031. Encouraging - Gives courage, confidence or hope through reassuring and advising  |
| 2.01   | 032. Morale booster - Increases morale of subordinates by offering encouragement, praise, and/or by being confident                       |
| 2.02   | 012. Inspirational - Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard           |
| 2.03   | 076. Motive Arouser - Mobilises and activates followers   |
| 2.04   | 082. Confidence builder - Instils others with confidence by showing confidence in them  |
| 2.05   | 094. Team builder - Able to induce group members to work together   |
| 2.06   | 098. Motivational - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices                 |
| 2.07   | 083. Group-Oriented - Concerned with the welfare of the group   |
| 2.08   | 025. Integrator - Integrates people or things into cohesive, working whole  |
| 2.09   | 056. Intellectually stimulating - Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes of others |
| 3.00   | 066. Foresight - Anticipates possible future events   |
| 3.01   | 067. Plans ahead - Anticipates and prepares in advance  |
| 3.02   | 075. Able to Anticipate - Able to successfully anticipate future needs  |
| 3.03   | 013. Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future                                    |
| 3.04   | 107. Future-oriented - Makes plans and takes actions based on future goals  |
| 3.05   | 035. Prepared - Is ready for future events  |
| 3.06   | 102. Visionary - Has a vision and imagination of the future   |
| 3.07   | 071. Intuitive - Has extra insight  |
| 4.00   | 015. Sincere - Means what he/she says, earnest  |

|        |   |
|--------|---|
| 4.01   | 016. Trustworthy - Deserves trust, can be believed and relied upon to keep his/her word                                 |
| 4.02   | 088. Honest - Speaks and acts truthfully  |
| 4.03   | 020. Just - Acts according to what is right or fair   |
| 4.04 * | 059. Cunning - Sly, deceitful, full of guile  |
| 4.05   | 028. Loyal - Stays with and supports friends even when they have substantial problems or difficulties                   |
| 4.06 * | 050. Vindictive - Vengeful; seeks revenge when wronged  |
| 5.00   | 038. Asocial - Avoids people or groups, prefers own company   |
| 5.01   | 047. Loner - Works and acts separately from others  |
| 5.02   | 055. Distant - Aloof, stands off from others, difficult to become friends with  |
| 5.03 * | 079. Communicative - Communicates with others frequently  |
| 5.04   | 085. Non-participative - Does not participate with others   |
| 5.05   | 063. Non co-operative - Unwilling to work jointly with others   |
| 5.06 * | 045. Consultative - Consults with others before making plans or taking action   |
| 6.00 * | 074. Self-effacing - Presents themselves in a modest way  |
| 6.01 * | 042. Modest - Does not boast, presents self in a humble manner  |
| 6.02   | 062. Egotistical - Conceited, convinced of own abilities  |
| 6.03   | 006. Intra-group competitor - Tries to exceed the performance of others in his or her group                             |
| 6.04   | 053. Egocentric - Self-absorbed, thoughts focus mostly on one's self  |
| 7.00   | 096. Performance-oriented - Sets high standards of performance  |
| 7.01   | 097. Ambitious - Sets high goals, works hard  |
| 7.02   | 080. Excellence-Oriented - Strives for excellence in performance of self and subordinates                               |
| 7.03   | 011. Improvement-Oriented - Seeks continuous performance improvement  |
| 8.00   | 051. Compassionate - Has empathy for others, inclined to be helpful or show mercy                                       |
| 8.01   | 040. Generous - Willing to give time, money, resources and help to others   |
| 8.02   | 039. Fraternal - Tends to be a good friend of subordinates  |
| 8.03 * | 009. Ruthless - Punitive; Having no pity or compassion  |
| 9.00   | 049. Risk averse - Avoids taking risks, dislikes risk   |
| 9.01   | 057. Cautious - Proceeds/performs with great care and does not take risks   |
| 9.02 * | 014. Risk taker - Willing to invest major resources in endeavours that do not have high probability of being successful |
| 10.00  | 034. Orderly - Is organised and methodological in work  |
| 10.01  | 058. Organised - well organised, methodical, orderly  |
| 11.00  | 112. Ritualistic - Uses a prescribed order to carry out procedures  |
| 11.01  | 041. Formal - Acts in accordance with rules, convention and ceremonies  |
| 11.02  | 081. Procedural - Follows established rules and guidelines  |



|         |  |
|---------|--|
| 11.03   | 073. Habitual - Given to a constant, regular routine   |
| 12.00   | 026. Calm - Not easily distressed  |
| 12.01 * | 046. Irritable - Moody; easily agitated  |
| 12.02   | 087. Patient - Has and shows patience  |
| 13.00   | 043. Intelligent - Smart, learns and understands easily (REVERSE SCORE)  |
| 13.01   | 109. Dependable - Reliable ( <b>REVERSE SCORE</b> )  |
| 13.02   | 105. Dishonest - Fraudulent, insincere   |
| 13.03   | 052. Subdued - Suppressed, quiet, tame (REVERSE SCORE)   |
| 14.00   | 065. Status-conscious - Aware of others' socially accepted status  |
| 14.01   | 084. Class Conscious - Is conscious of class and status boundaries and acts accordingly                                |
| 15.00   | 054. Non-explicit - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example         |
| 15.01 * | 022. Clear - Easily understood   |
| 15.02   | 072. Indirect - Does not go straight to the point, uses metaphors and examples to communicate                          |
| 16.00   | 002. Evasive- Refrains from making negative comments to maintain good relationships and save face                      |
| 16.01   | 018. Intra-group Conflict Avoider - Avoids disputes with members of his or her group                                   |
| 16.02 * | 106. Hostile - Actively unfriendly, acts negatively toward others  |
| 16.03   | 101. Avoids negatives - Avoids saying no to another when requested to do something, even when it cannot be done        |
| 16.04 * | 027. Provocateur - Stimulates unrest   |
| 17.00   | 008. Independent - Does not rely on others; self-governing   |
| 17.01   | 007. Autonomous - Acts independently, does not rely on others  |
| 18.00   | 100. Non-delegator - Unwilling or unable to relinquish control of projects or tasks                                    |
| 18.01   | 099. Micro-manager - An extremely close supervisor, one who insists on making all decisions                            |
| 19.00   | 029. Unique - An unusual person, has characteristics of behaviours that are different from most others                 |
| 19.01   | 111. Individualistic - Behaves in a different manner than peers  |
| 19.02 * | 068. Normative - Behaves according to the norms of his or her group  |
| 20.00   | 064. Logical - Applies logic when thinking   |
| 20.01 * | 010. Tender - Easily hurt or offended  |
| 20.02   | 044. Decisive - Makes decisions firmly and quickly   |
| 20.03   | 060. Informed - Knowledgeable; aware of information  |
| 20.04   | 061. Effective bargainer - Is able to negotiate effectively, able to make transactions with others on favourable terms |
| 21.00   | 091. Dynamic - Highly involved, energetic, enthused, motivated   |
| 21.01   | 048. Enthusiastic - Demonstrates and imparts strong positive emotions for work   |
| 21.02   | 103. Willful - Strong-willed, determined, resolute, persistent   |
| 22.00 * | 090. Intra-group face saver - Ensures that other group members are not embarrassed or shamed                           |

|         |  |
|---------|--|
| 22.01   | 070. Non-egalitarian - Believes that all individuals are not equal and only some should have equal rights and privileges       |
| 22.02 * | 077. Sensitive - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                       |
| 22.03   | 093. Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges        |
| 22.04   | 069. Individually -Oriented - Concerned with and places high value on preserving individual rather than group needs            |
| 23.00   | 017. Worldly - Interested in temporal events, has a world outlook  |
| 24.00   | 086. Self-sacrificial - Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision              |
| 24.01 * | 023. Self-interested - Pursues own best interests  |
| 25.00   | 108. Good Administrator - Has ability to manage complex office work and administrative systems                                 |
| 25.01   | 019. Administratively Skilled - Able to plan, organise, co-ordinate and control work of large numbers (over 75) of individuals |
| 26.00   | 005. Positive - Generally optimistic and confident   |
| 27.00   | 092. Co-ordinator - Integrates and manages work of subordinates  |
| 27.01   | 095. Cynical - Tends to believe the worst about people and events  |
| 99.00   | 003. Mediator - Intervenes to solve conflicts between individuals  |
| 99.00   | 078. Convincing - Usually able to persuade others of his/her viewpoint   |
| 99.00   | 037. Secretive - Tends to conceal information from others  |
| 99.00   | 030. Collaborative - Works jointly with others   |

\* denotes that the item had a negative correlation and therefore the questions are reversed for that factor.

**Appendix M – Correlations of 27 Principal Components from Questionnaire 2**

## Appendix N – The new principal components

| New Factor                     | Values<br>PCA 1 | Item   | Behaviour<br>PCA 2 |
|--------------------------------|-----------------|--|--------------------|
| <b>1. Visionary</b>            | 1.00            | 066. Foresight - Anticipates possible future events  | 3.00               |
|                                | 1.01            | 075. Able to Anticipate - Able to successfully anticipate future needs   | 3.02               |
|                                | 1.02            | 067. Plans ahead - Anticipates and prepares in advance   | 3.01               |
|                                | 1.03            | 013. Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future                         | 3.03               |
|                                | 1.04            | 071. Intuitive - Has extra insight   | 3.07               |
|                                | 1.05            | 102. Visionary - Has a vision and imagination of the future  | 3.06               |
|                                | 1.06            | 107. Future-oriented - Makes plans and takes actions based on future goals   | 3.04               |
| <b>2. Organised</b>            | 2.00            | 034. Orderly - Is organised and methodological in work   | 10.00              |
|                                | 2.01            | 058. Organised - well organised, methodical, orderly   | 10.01              |
|                                | 2.02            | 108. Good Administrator - Has ability to manage complex office work and administrative systems                                 | 25.00              |
|                                | 2.03            | 019. Administratively Skilled - Able to plan, organise, co-ordinate and control work of large numbers (over 75) of individuals | 25.01              |
| <b>3. Integrity</b>            | 3.00            | 015. Sincere - Means what he/she says, earnest   | 4.00               |
|                                | 3.01            | 016. Trustworthy - Deserves trust, can be believed and relied upon to keep his/her word  | 4.01               |
|                                | 3.02            | 088. Honest - Speaks and acts truthfully   | 4.02               |
|                                | 3.03            | 020. Just - Acts according to what is right or fair  | 4.03               |
| <b>4. Performance Oriented</b> | 5.00            | 096. Performance-oriented - Sets high standards of performance   | 7.00               |
|                                | 5.01            | 080. Excellence-Oriented - Strives for excellence in performance of self and subordinates                                      | 7.02               |
|                                | 5.02            | 097. Ambitious - Sets high goals, works hard   | 7.01               |
|                                | 5.03            | 011. Improvement-Oriented - Seeks continuous performance improvement   | 7.03               |
| <b>5. Autocratic</b>           | 6.00            | 110. Dictatorial - Forces her/his values and opinions on others  | 1.02               |
|                                | 6.01            | 104. Ruler - Is in charge and does not tolerate disagreement or questioning, gives orders                                      | 1.03               |
|                                | 6.02            | 036. Autocratic - Makes decisions in dictatorial way   | 1.00               |
|                                | 6.03            | 089. Domineering - Inclined to dominate others   | 1.05               |
| <b>6. Normative</b>            | 7.00            | 068. Normative - Behaves according to the norms of his or her group  | 19.02R             |
|                                | 7.01            | 081. Procedural - Follows established rules and guidelines   | 11.02              |
|                                | 7.02*           | 111. Individualistic - Behaves in a different manner than peers  | 19.01              |
|                                | 7.03            | 041. Formal - Acts in accordance with rules, convention and ceremonies   | 11.01              |
| <b>7. Encourager</b>           | 8.00            | 031. Encouraging - Gives courage, confidence or hope through reassuring and advising   | 2.00               |
|                                | 8.01            | 032. Morale booster - Increases morale of subordinates by offering encouragement, praise, and/or by being confident            | 2.01               |
|                                | 8.02            | 082. Confidence builder - Instills others with confidence by showing confidence in them  | 2.04               |

| New Factor                          | Values<br>PCA 1 | Item  | Behaviour<br>PCA 2 |
|-------------------------------------|-----------------|---|--------------------|
| <b>8. Loner</b>                     | 9.00            | 038. Asocial - Avoids people or groups, prefers own company   | 5.00               |
|                                     | 9.01            | 047. Loner - Works and acts separately from others  | 5.01               |
|                                     | 9.02            | 055. Distant - Aloof, stands off from others, difficult to become friends with  | 5.02               |
| <b>9. Modest</b>                    | 10.00           | 074. Self-effacing - Presents themselves in a modest way  | 6.00               |
|                                     | 10.01           | 042. Modest - Does not boast, presents self in a humble manner  | 6.01               |
| <b>10. Unreliable/Unintelligent</b> | 11.00           | 043. Intelligent - Smart, learns and understands easily (REVERSE SCORE)   | 13.00              |
|                                     | 11.01           | 109. Dependable - Reliable (REVERSE SCORE)  | 13.01              |
|                                     | 11.02           | 052. Subdued - Suppressed, quiet, tame (REVERSE SCORE)  | 13.03              |
| <b>11. Independent</b>              | 12.00           | 008. Independent - Does not rely on others; self-governing  | 17.00              |
|                                     | 12.01           | 007. Autonomous - Acts independently, does not rely on others   | 17.01              |
| <b>12. Protective/Sensitive</b>     | 13.00           | 077. Sensitive - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                                  | 22.02              |
|                                     | 13.01           | 090. Intra-group face saver - Ensures that other group members are not embarrassed or shamed  | 22.00              |
| <b>13. Risk Averse</b>              | 14.00           | 049. Risk averse - Avoids taking risks, dislikes risk   | 9.00               |
|                                     | 14.01           | 057. Cautious - Proceeds/performs with great care and does not take risks   | 9.01               |
|                                     | 14.02*          | 014. Risk taker - Willing to invest major resources in endeavours that do not have high probability of being successful                   | 9.02R              |
| <b>14. Friendly/Helpful</b>         | 15.01           | 039. Fraternal - Tends to be a good friend of subordinates  | 8.02               |
|                                     | 15.02           | 040. Generous - Willing to give time, money, resources and help to others   | 8.01               |
| <b>15. Micro Manager</b>            | 16.00           | 100. Non-delegator - Unwilling or unable to relinquish control of projects or tasks   | 18.00              |
|                                     | 16.01           | 099. Micro-manager - An extremely close supervisor, one who insists on making all decisions   | 18.01              |
| <b>16. Elitist/Individualistic</b>  | 18.00           | 070. Non-egalitarian - Believes that all individuals are not equal and only some should have equal rights and privileges                  | 22.01              |
|                                     | 18.01           | 093. Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges                   | 22.03              |
|                                     | 18.02           | 069. Individually-Oriented - Concerned with and places high value on preserving individual rather than group needs                        | 22.04              |
| <b>17. Socially Aware</b>           | 19.00           | 084. Class Conscious - Is conscious of class and status boundaries and acts accordingly   | 14.01              |
|                                     | 19.01           | 065. Status-conscious - Aware of others' socially accepted status   | 14.00              |
| <b>18. Indirect</b>                 | 20.00           | 072. Indirect - Does not go straight to the point, uses metaphors and examples to communicate   | 15.02              |
|                                     | 20.01           | 054. Non-explicit - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example                            | 15.00              |
| <b>19. Team Building</b>            | 22.00           | 079. Communicative - Communicates with others frequently  | 5.03               |
|                                     | 22.01*          | 085. Non-participative - Does not participate with others   | 5.04               |
|                                     | 22.02           | 094. Team builder - Able to induce group members to work together   | 2.05               |
|                                     | 22.03           | 056. Intellectually stimulating - Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes of others | 2.09               |
| <b>20. Calm</b>                     | 23.00           | 026. Calm - Not easily distressed   | 12.00              |
|                                     | 23.01*          | 046. Irritable - Moody; easily agitated   | 12.01              |
|                                     | 23.02           | 087. Patient - Has and shows patience   | 12.02              |

| New Factor              | Values<br>PCA 1 | Item   | Behaviour<br>PCA 2 |
|-------------------------|-----------------|--|--------------------|
| <b>21. Motivational</b> | 25.00           | 025. Integrator - Integrates people or things into cohesive, working whole | 2.08               |
|                         | 25.01           | 076. Motive Arouser - Mobilises and activates followers                    | 2.03               |

\* denotes that the item had a negative correlation and therefore the questions are reversed for that factor.

## Appendix O – GLOBE factors compared with new principal components

| GLOBE FACTOR STRUCTURE         | ITEM | NEW PRINCIPAL COMPONENT STRUCTURE |
|--------------------------------|------|-----------------------------------|
| Administratively Competent     | 19   | Organised                         |
| Administratively Competent     | 34   | Organised                         |
| Administratively Competent     | 58   | Organised                         |
| Administratively Competent     | 108  | Organised                         |
| Autocratic                     | 36   | Autocratic                        |
| Autocratic                     | 89   | Autocratic                        |
| Autocratic                     | 104  | Autocratic                        |
| Autocratic                     | 110  | Autocratic                        |
| Autocratic                     | 93   | Elitist/Individualistic           |
| Autocratic                     | 4    | Miscellaneous                     |
| Autonomous                     | 7    | Independent                       |
| Autonomous                     | 8    | Independent                       |
| Autonomous                     | 29   | Miscellaneous                     |
| Autonomous                     | 111  | Normative                         |
| Charismatic I - Visionary      | 35   | Miscellaneous                     |
| Charismatic I - Visionary      | 12   | Miscellaneous                     |
| Charismatic I - Visionary      | 56   | Team Building                     |
| Charismatic I - Visionary      | 13   | Visionary                         |
| Charismatic I - Visionary      | 66   | Visionary                         |
| Charismatic I - Visionary      | 67   | Visionary                         |
| Charismatic I - Visionary      | 75   | Visionary                         |
| Charismatic I - Visionary      | 102  | Visionary                         |
| Charismatic I - Visionary      | 107  | Visionary                         |
| Charismatic II – Inspirational | 98   | Miscellaneous                     |
| Charismatic II – Inspirational | 31   | Encourager                        |
| Charismatic II – Inspirational | 32   | Encourager                        |
| Charismatic II – Inspirational | 82   | Encourager                        |
| Charismatic II – Inspirational | 5    | Miscellaneous                     |

| <b>GLOBE FACTOR STRUCTURE</b>    | <b>ITEM</b> | <b>NEW PRINCIPAL COMPONENT STRUCTURE</b> |
|----------------------------------|-------------|--|
| Charismatic II – Inspirational   | 91          | Miscellaneous                            |
| Charismatic II – Inspirational   | 76          | Motivational                             |
| Charismatic II – Inspirational   | 48          | Miscellaneous                            |
| Charismatic III – Self Sacrifice | 78          | Miscellaneous                            |
| Charismatic III – Self Sacrifice | 86          | Miscellaneous                            |
| Charismatic III – Self Sacrifice | 14          | Risk Averse                              |
| Conflict Inducer                 | 6           | Miscellaneous                            |
| Conflict Inducer                 | 37          | Miscellaneous                            |
| Conflict Inducer                 | 68          | Normative                                |
| Decisiveness                     | 44          | Miscellaneous                            |
| Decisiveness                     | 103         | Miscellaneous                            |
| Decisiveness                     | 71          | Visionary                                |
| Decisiveness                     | 64          | Miscellaneous                            |
| Diplomatic                       | 1           | Miscellaneous                            |
| Diplomatic                       | 17          | Miscellaneous                            |
| Diplomatic                       | 21          | Miscellaneous                            |
| Diplomatic                       | 61          | Miscellaneous                            |
| Diplomatic                       | 18          | Miscellaneous                            |
| Face Saver                       | 101         | Miscellaneous                            |
| Face Saver                       | 72          | Indirect                                 |
| Face Saver                       | 2           | Miscellaneous                            |
| Humane Orientation               | 51          | Miscellaneous                            |
| Humane Orientation               | 40          | Friendly/Helpful                         |
| Integrity                        | 15          | Integrity                                |
| Integrity                        | 16          | Integrity                                |
| Integrity                        | 20          | Integrity                                |
| Integrity                        | 88          | Integrity                                |
| Malevolent                       | 50          | Miscellaneous                            |
| Malevolent                       | 62          | Miscellaneous                            |
| Malevolent                       | 95          | Miscellaneous                            |
| Malevolent                       | 105         | Miscellaneous                            |



| <b>GLOBE FACTOR STRUCTURE</b>          | <b>ITEM</b> | <b>NEW PRINCIPAL COMPONENT STRUCTURE</b> |
|--|-------------|--|
| Malevolent                             | 106         | Miscellaneous                            |
| Malevolent                             | 46          | Calm                                     |
| Malevolent                             | 63          | Miscellaneous                            |
| Malevolent (reverse score)             | 43          | Unreliable/Unintelligent                 |
| Malevolent (reverse score)             | 109         | Unreliable/Unintelligent                 |
| Modesty                                | 26          | Calm                                     |
| Modesty                                | 87          | Calm                                     |
| Modesty                                | 42          | Modest                                   |
| Modesty                                | 74          | Modest                                   |
| Non Participative                      | 69          | Elitist/Individualistic                  |
| Non Participative                      | 70          | Elitist/Individualistic                  |
| Non Participative                      | 99          | Micro Manager                            |
| Non Participative                      | 100         | Micro Manager                            |
| Performance Orientated                 | 11          | Performance                              |
| Performance Orientated                 | 80          | Performance                              |
| Performance Orientated                 | 96          | Performance                              |
| Procedural                             | 73          | Miscellaneous                            |
| Procedural                             | 112         | Miscellaneous                            |
| Procedural                             | 41          | Normative                                |
| Procedural                             | 81          | Normative                                |
| Procedural                             | 57          | Risk Averse                              |
| Self-Centred                           | 23          | Miscellaneous                            |
| Self-Centred                           | 38          | Loner                                    |
| Self-Centred                           | 47          | Loner                                    |
| Self-Centred                           | 85          | Team Building                            |
| Status consciousness                   | 65          | Miscellaneous                            |
| Status consciousness                   | 84          | Status & Social awareness                |
| Team I: Collaborative Team Orientation | 3           | Miscellaneous                            |
| Team I: Collaborative Team Orientation | 28          | Miscellaneous                            |
| Team I: Collaborative Team Orientation | 45          | Miscellaneous                            |
| Team I: Collaborative Team Orientation | 83          | Miscellaneous                            |

| <b>GLOBE FACTOR STRUCTURE</b>          | <b>ITEM</b> | <b>NEW PRINCIPAL COMPONENT STRUCTURE</b> |
|--|-------------|--|
| Team I: Collaborative Team Orientation | 39          | Friendly/Helpful                         |
| Team I: Collaborative Team Orientation | 30          | Miscellaneous                            |
| Team II: Integrator                    | 22          | Miscellaneous                            |
| Team II: Integrator                    | 92          | Miscellaneous                            |
| Team II: Integrator                    | 60          | Miscellaneous                            |
| Team II: Integrator                    | 25          | Motivational                             |
| Team II: Integrator                    | 79          | Team Building                            |
| Team II: Integrator                    | 94          | Team Building                            |
| Team II: Integrator (reverse)          | 52          | Unreliable/Unintelligent                 |
| Miscellaneous                          | 9           | Miscellaneous                            |
| Miscellaneous                          | 10          | Miscellaneous                            |
| Miscellaneous                          | 24          | Miscellaneous                            |
| Miscellaneous                          | 27          | Miscellaneous                            |
| Miscellaneous                          | 53          | Miscellaneous                            |
| Miscellaneous                          | 59          | Miscellaneous                            |
| Miscellaneous                          | 54          | Indirect                                 |
| Miscellaneous                          | 55          | Loner                                    |
| Miscellaneous                          | 97          | Performance                              |
| Miscellaneous                          | 77          | Protective/Sensitive                     |
| Miscellaneous                          | 90          | Protective/Sensitive                     |
| Miscellaneous                          | 49          | Risk Averse                              |
| Miscellaneous                          | 33          | Miscellaneous                            |

Note: Cells with 'Miscellaneous' are those that did not load into any factor.

## Appendix P – ANOVA Leadership Characteristics and Nationality

| ANOVA                         |                | Sum of Squares | df   | Mean Square | F      | Sig.  | Eta   |
|-------------------------------|----------------|----------------|------|-------------|--------|-------|-------|
| <b>01 Visionary</b>           | Between Groups | 27.498         | 22   | 1.250       | 3.730  | 0.000 | 0.046 |
|                               | Within Groups  | 574.631        | 1715 | 0.335       |        |       |       |
|                               | Total          | 602.129        | 1737 |             |        |       |       |
| <b>02 Organised</b>           | Between Groups | 103.350        | 22   | 4.698       | 7.324  | 0.000 | 0.086 |
|                               | Within Groups  | 1100.007       | 1715 | 0.641       |        |       |       |
|                               | Total          | 1203.358       | 1737 |             |        |       |       |
| <b>03 Integrity</b>           | Between Groups | 20.929         | 22   | 0.951       | 3.773  | 0.000 | 0.046 |
|                               | Within Groups  | 432.416        | 1715 | 0.252       |        |       |       |
|                               | Total          | 453.345        | 1737 |             |        |       |       |
| <b>04 Perform Orientation</b> | Between Groups | 54.112         | 22   | 2.460       | 7.200  | 0.000 | 0.085 |
|                               | Within Groups  | 585.908        | 1715 | 0.342       |        |       |       |
|                               | Total          | 640.020        | 1737 |             |        |       |       |
| <b>05 Autocratic</b>          | Between Groups | 169.781        | 22   | 7.717       | 10.096 | 0.000 | 0.115 |
|                               | Within Groups  | 1310.929       | 1715 | 0.764       |        |       |       |
|                               | Total          | 1480.709       | 1737 |             |        |       |       |
| <b>06 Normative</b>           | Between Groups | 212.189        | 22   | 9.645       | 15.639 | 0.000 | 0.167 |
|                               | Within Groups  | 1057.703       | 1715 | 0.617       |        |       |       |
|                               | Total          | 1269.892       | 1737 |             |        |       |       |
| <b>07 Encourager</b>          | Between Groups | 34.831         | 22   | 1.583       | 4.091  | 0.000 | 0.050 |
|                               | Within Groups  | 663.724        | 1715 | 0.387       |        |       |       |
|                               | Total          | 698.555        | 1737 |             |        |       |       |
| <b>08 Loner</b>               | Between Groups | 52.021         | 22   | 2.365       | 3.856  | 0.000 | 0.047 |
|                               | Within Groups  | 1051.697       | 1715 | 0.613       |        |       |       |
|                               | Total          | 1103.718       | 1737 |             |        |       |       |
| <b>09 Modesty</b>             | Between Groups | 378.812        | 22   | 17.219      | 19.088 | 0.000 | 0.197 |
|                               | Within Groups  | 1547.074       | 1715 | 0.902       |        |       |       |
|                               | Total          | 1925.886       | 1737 |             |        |       |       |

| ANOVA                              |                | Sum of Squares | df   | Mean Square | F      | Sig.  | Eta   |
|------------------------------------|----------------|----------------|------|-------------|--------|-------|-------|
| <b>10 Unreliable/Unintelligent</b> | Between Groups | 132.376        | 22   | 6.017       | 14.635 | 0.000 |       |
|                                    | Within Groups  | 705.120        | 1715 | 0.411       |        |       |       |
|                                    | Total          | 837.496        | 1737 |             |        |       | 0.158 |
| <b>11 Independent</b>              | Between Groups | 734.559        | 22   | 33.389      | 15.335 | 0.000 |       |
|                                    | Within Groups  | 3733.995       | 1715 | 2.177       |        |       |       |
|                                    | Total          | 4468.554       | 1737 |             |        |       | 0.164 |
| <b>12 Protective/Sensitive</b>     | Between Groups | 150.506        | 22   | 6.841       | 6.498  | 0.000 |       |
|                                    | Within Groups  | 1805.559       | 1715 | 1.053       |        |       |       |
|                                    | Total          | 1956.064       | 1737 |             |        |       | 0.077 |
| <b>13 Risk Averse</b>              | Between Groups | 145.066        | 22   | 6.594       | 7.247  | 0.000 |       |
|                                    | Within Groups  | 1560.467       | 1715 | 0.910       |        |       |       |
|                                    | Total          | 1705.533       | 1737 |             |        |       | 0.085 |
| <b>14 Friendly/Helpful</b>         | Between Groups | 181.029        | 22   | 8.229       | 9.998  | 0.000 |       |
|                                    | Within Groups  | 1411.539       | 1715 | 0.823       |        |       |       |
|                                    | Total          | 1592.567       | 1737 |             |        |       | 0.114 |
| <b>15 Micro Mgr</b>                | Between Groups | 92.012         | 22   | 4.182       | 5.931  | 0.000 |       |
|                                    | Within Groups  | 1209.417       | 1715 | 0.705       |        |       |       |
|                                    | Total          | 1301.429       | 1737 |             |        |       | 0.071 |
| <b>16 Elitist/Individualistic</b>  | Between Groups | 216.214        | 22   | 9.828       | 11.652 | 0.000 |       |
|                                    | Within Groups  | 1446.583       | 1715 | 0.843       |        |       |       |
|                                    | Total          | 1662.797       | 1737 |             |        |       | 0.130 |
| <b>17 Socially Aware</b>           | Between Groups | 441.265        | 22   | 20.057      | 13.213 | 0.000 |       |
|                                    | Within Groups  | 2603.404       | 1715 | 1.518       |        |       |       |
|                                    | Total          | 3044.669       | 1737 |             |        |       | 0.145 |
| <b>18 Indirect</b>                 | Between Groups | 94.905         | 22   | 4.314       | 4.448  | 0.000 |       |
|                                    | Within Groups  | 1663.216       | 1715 | 0.970       |        |       |       |
|                                    | Total          | 1758.121       | 1737 |             |        |       | 0.054 |
| <b>19 Team Building</b>            | Between Groups | 46.554         | 22   | 2.116       | 6.637  | 0.000 |       |
|                                    | Within Groups  | 546.765        | 1715 | 0.319       |        |       |       |
|                                    | Total          | 593.319        | 1737 |             |        |       | 0.078 |
| <b>20 Calm</b>                     | Between Groups | 31.284         | 22   | 1.422       | 3.184  | 0.000 |       |

| ANOVA                  |                | Sum of Squares | df   | Mean Square | F     | Sig.  | Eta   |
|------------------------|----------------|----------------|------|-------------|-------|-------|-------|
| <b>21 Motivational</b> | Within Groups  | 766.032        | 1715 | 0.447       |       |       |       |
|                        | Total          | 797.316        | 1737 |             |       |       | 0.039 |
|                        | Between Groups | 62.549         | 22   | 2.843       | 4.521 | 0.000 |       |
|                        | Within Groups  | 1078.482       | 1715 | 0.629       |       |       |       |
|                        | Total          | 1141.031       | 1737 |             |       |       | 0.055 |

**Appendix Q – Post-hoc ANOVA test for Cultural Differences**

## Appendix R – Significant differences between countries

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 09                                | Modesty                    | American       | Poland         | 1.7363                |
| 09                                | Modesty                    | American       | Brazil         | 1.4514                |
| 11                                | Independent                | American       | Poland         | 1.1780                |
| 14                                | Friendly/Helpful           | American       | Russia         | 1.1372                |
| 14                                | Friendly/Helpful           | American       | Poland         | 0.9663                |
| 09                                | Modesty                    | American       | Switzerland    | 0.8988                |
| 09                                | Modesty                    | American       | France         | 0.8711                |
| 10                                | Unreliable/Unintelligent   | American       | Germany        | 0.8565                |
| 11                                | Independent                | American       | Brazil         | 0.8004                |
| 12                                | Protective/Sensitive       | American       | Japan          | 0.7623                |
| 04                                | Performance Orientation    | American       | Japan          | 0.7246                |
| 19                                | Team Building              | American       | Japan          | 0.5947                |
| 09                                | Modesty                    | American       | Netherlands    | 0.5939                |
| 09                                | Modesty                    | American       | Japan          | 0.5737                |
| 06                                | Normative                  | American       | Germany        | 0.5656                |
| 06                                | Normative                  | American       | GB             | 0.5522                |
| 10                                | Unreliable/Unintelligent   | American       | France         | 0.5481                |
| 03                                | Integrity                  | American       | Japan          | 0.4954                |
| 09                                | Modesty                    | American       | GB             | 0.4339                |
| 06                                | Normative                  | American       | Japan          | 0.4077                |
| 11                                | Independent                | Argentina      | Poland         | 2.7833                |
| 11                                | Independent                | Argentina      | Brazil         | 2.4057                |
| 11                                | Independent                | Argentina      | Canada         | 2.1891                |
| 11                                | Independent                | Argentina      | Turkey         | 2.1084                |
| 11                                | Independent                | Argentina      | India          | 1.7609                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 11                                | Independent                | Argentina      | France         | 1.6186                |
| 11                                | Independent                | Argentina      | Russia         | 1.6119                |
| 09                                | Modesty                    | Argentina      | Poland         | 1.6070                |
| 11                                | Independent                | Argentina      | America        | 1.6053                |
| 11                                | Independent                | Argentina      | Germany        | 1.5956                |
| 11                                | Independent                | Argentina      | Switzerland    | 1.5896                |
| 11                                | Independent                | Argentina      | Philippines    | 1.4912                |
| 11                                | Independent                | Argentina      | GB             | 1.3991                |
| 10                                | Unreliable/Unintelligent   | Argentina      | Germany        | 1.3263                |
| 09                                | Modesty                    | Argentina      | Brazil         | 1.3221                |
| 17                                | Socially Aware             | Argentina      | Japan          | 1.2166                |
| 14                                | Friendly/Helpful           | Argentina      | Russia         | 1.0987                |
| 12                                | Protective/Sensitive       | Argentina      | Japan          | 1.0661                |
| 10                                | Unreliable/Unintelligent   | Argentina      | France         | 1.0179                |
| 17                                | Socially Aware             | Argentina      | GB             | 1.0010                |
| 04                                | Performance Orientation    | Argentina      | Japan          | 0.7134                |
| 06                                | Normative                  | Argentina      | GB             | 0.7057                |
| 19                                | Team Building              | Argentina      | Japan          | 0.6828                |
| 10                                | Unreliable/Unintelligent   | Argentina      | America        | 0.4698                |
| 09                                | Modesty                    | Australia      | Poland         | 1.4356                |
| 10                                | Unreliable/Unintelligent   | Australia      | Germany        | 0.8408                |
| 17                                | Socially Aware             | Brazil         | Canada         | 1.7295                |
| 17                                | Socially Aware             | Brazil         | Japan          | 1.7293                |
| 17                                | Socially Aware             | Brazil         | GB             | 1.5137                |
| 17                                | Socially Aware             | Brazil         | Singapore      | 1.4124                |
| 14                                | Friendly/Helpful           | Brazil         | Russia         | 1.3152                |
| 17                                | Socially Aware             | Brazil         | America        | 1.2631                |
| 17                                | Socially Aware             | Brazil         | Philippines    | 1.2467                |
| 14                                | Friendly/Helpful           | Brazil         | Poland         | 1.1443                |



| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 17                                | Socially Aware             | Brazil         | Malaysia       | 1.1159                |
| 17                                | Socially Aware             | Brazil         | Switzerland    | 1.1063                |
| 17                                | Socially Aware             | Brazil         | India          | 1.0843                |
| 17                                | Socially Aware             | Brazil         | Poland         | 1.0563                |
| 10                                | Unreliable/Unintelligent   | Brazil         | Germany        | 1.0447                |
| 06                                | Normative                  | Brazil         | Germany        | 1.0017                |
| 06                                | Normative                  | Brazil         | GB             | 0.9883                |
| 06                                | Normative                  | Brazil         | Poland         | 0.9370                |
| 05                                | Autocratic                 | Brazil         | Germany        | 0.9345                |
| 06                                | Normative                  | Brazil         | Japan          | 0.8438                |
| 12                                | Protective/Sensitive       | Brazil         | Japan          | 0.8346                |
| 16                                | Elitist/Individualistic    | Brazil         | France         | 0.7945                |
| 16                                | Elitist/Individualistic    | Brazil         | America        | 0.7814                |
| 10                                | Unreliable/Unintelligent   | Brazil         | France         | 0.7363                |
| 06                                | Normative                  | Brazil         | Singapore      | 0.6338                |
| 19                                | Team Building              | Brazil         | Japan          | 0.5627                |
| 04                                | Performance Orientation    | Brazil         | Japan          | 0.5593                |
| 05                                | Autocratic                 | Brazil         | America        | 0.5496                |
| 16                                | Elitist/Individualistic    | Brazil         | GB             | 0.5416                |
| 06                                | Normative                  | Brazil         | America        | 0.4361                |
| 09                                | Modesty                    | Canada         | Poland         | 1.7077                |
| 09                                | Modesty                    | Canada         | Brazil         | 1.4228                |
| 12                                | Protective/Sensitive       | Canada         | Japan          | 0.9536                |
| 10                                | Unreliable/Unintelligent   | Canada         | Germany        | 0.8871                |
| 04                                | Performance Orientation    | Canada         | Japan          | 0.7205                |
| 11                                | Independent                | China          | Poland         | 1.7187                |
| 17                                | Socially Aware             | China          | Canada         | 1.6170                |
| 17                                | Socially Aware             | China          | Japan          | 1.6168                |
| 05                                | Autocratic                 | China          | Germany        | 1.5330                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 09                                | Modesty                    | China          | Poland         | 1.4813                |
| 14                                | Friendly/Helpful           | China          | Russia         | 1.4647                |
| 17                                | Socially Aware             | China          | GB             | 1.4012                |
| 05                                | Autocratic                 | China          | Turkey         | 1.3071                |
| 14                                | Friendly/Helpful           | China          | Poland         | 1.2938                |
| 16                                | Elitist/Individualistic    | China          | Canada         | 1.2732                |
| 16                                | Elitist/Individualistic    | China          | France         | 1.2517                |
| 16                                | Elitist/Individualistic    | China          | America        | 1.2387                |
| 16                                | Elitist/Individualistic    | China          | Germany        | 1.2069                |
| 09                                | Modesty                    | China          | Brazil         | 1.1963                |
| 05                                | Autocratic                 | China          | America        | 1.1481                |
| 10                                | Unreliable/Unintelligent   | China          | Germany        | 0.7861                |
| 14                                | Friendly/Helpful           | France         | Russia         | 1.0354                |
| 12                                | Protective/Sensitive       | France         | Japan          | 1.0232                |
| 11                                | Independent                | GB             | Poland         | 1.3842                |
| 09                                | Modesty                    | GB             | Poland         | 1.3023                |
| 10                                | Unreliable/Unintelligent   | GB             | Germany        | 1.2698                |
| 09                                | Modesty                    | GB             | Brazil         | 1.0174                |
| 11                                | Independent                | GB             | Brazil         | 1.0066                |
| 10                                | Unreliable/Unintelligent   | GB             | France         | 0.9614                |
| 14                                | Friendly/Helpful           | GB             | Russia         | 0.9577                |
| 14                                | Friendly/Helpful           | GB             | Poland         | 0.7867                |
| 04                                | Performance Orientation    | GB             | Japan          | 0.5067                |
| 10                                | Unreliable/Unintelligent   | GB             | Switzerland    | 0.4962                |
| 10                                | Unreliable/Unintelligent   | GB             | America        | 0.4133                |
| 10                                | Unreliable/Unintelligent   | GB             | Japan          | 0.4055                |
| 09                                | Modesty                    | Germany        | Poland         | 1.1415                |
| 12                                | Protective/Sensitive       | Germany        | Japan          | 1.1062                |
| 09                                | Modesty                    | Germany        | Brazil         | 0.8566                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 04                                | Performance Orientation    | Germany        | Japan          | 0.6381                |
| 14                                | Friendly/Helpful           | India          | Russia         | 1.6663                |
| 09                                | Modesty                    | India          | Poland         | 1.5558                |
| 14                                | Friendly/Helpful           | India          | Poland         | 1.4954                |
| 09                                | Modesty                    | India          | Brazil         | 1.2709                |
| 10                                | Unreliable/Unintelligent   | India          | Germany        | 1.2236                |
| 14                                | Friendly/Helpful           | India          | Switzerland    | 1.0517                |
| 05                                | Autocratic                 | India          | Germany        | 1.0126                |
| 14                                | Friendly/Helpful           | India          | Germany        | 0.9788                |
| 16                                | Elitist/Individualistic    | India          | France         | 0.9425                |
| 16                                | Elitist/Individualistic    | India          | America        | 0.9294                |
| 10                                | Unreliable/Unintelligent   | India          | France         | 0.9152                |
| 12                                | Protective/Sensitive       | India          | Japan          | 0.8702                |
| 06                                | Normative                  | India          | GB             | 0.6858                |
| 04                                | Performance Orientation    | India          | Japan          | 0.6091                |
| 11                                | Independent                | Indonesia      | Poland         | 1.8819                |
| 09                                | Modesty                    | Indonesia      | Poland         | 1.7543                |
| 14                                | Friendly/Helpful           | Indonesia      | Russia         | 1.5614                |
| 05                                | Autocratic                 | Indonesia      | Germany        | 1.5320                |
| 09                                | Modesty                    | Indonesia      | Brazil         | 1.4694                |
| 14                                | Friendly/Helpful           | Indonesia      | Poland         | 1.3905                |
| 05                                | Autocratic                 | Indonesia      | Turkey         | 1.3061                |
| 05                                | Autocratic                 | Indonesia      | America        | 1.1471                |
| 10                                | Unreliable/Unintelligent   | Indonesia      | Germany        | 1.1462                |
| 06                                | Normative                  | Indonesia      | Germany        | 1.1441                |
| 06                                | Normative                  | Indonesia      | GB             | 1.1308                |
| 06                                | Normative                  | Indonesia      | Poland         | 1.0794                |
| 16                                | Elitist/Individualistic    | Indonesia      | America        | 1.0281                |
| 06                                | Normative                  | Indonesia      | Japan          | 0.9863                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 10                                | Unreliable/Unintelligent   | Indonesia      | France         | 0.8378                |
| 11                                | Independent                | Japan          | Poland         | 2.1795                |
| 11                                | Independent                | Japan          | Brazil         | 1.8019                |
| 11                                | Independent                | Japan          | Canada         | 1.5854                |
| 11                                | Independent                | Japan          | Turkey         | 1.5046                |
| 13                                | Risk Averse                | Japan          | Switzerland    | 1.1859                |
| 09                                | Modesty                    | Japan          | Poland         | 1.1625                |
| 11                                | Independent                | Japan          | India          | 1.1572                |
| 14                                | Friendly/Helpful           | Japan          | Russia         | 1.0264                |
| 13                                | Risk Averse                | Japan          | Argentina      | 1.0211                |
| 11                                | Independent                | Japan          | America        | 1.0015                |
| 13                                | Risk Averse                | Japan          | Netherlands    | 0.9491                |
| 13                                | Risk Averse                | Japan          | Venezuela      | 0.9269                |
| 13                                | Risk Averse                | Japan          | America        | 0.8881                |
| 09                                | Modesty                    | Japan          | Brazil         | 0.8776                |
| 10                                | Unreliable/Unintelligent   | Japan          | Germany        | 0.8643                |
| 14                                | Friendly/Helpful           | Japan          | Poland         | 0.8554                |
| 13                                | Risk Averse                | Japan          | GB             | 0.8498                |
| 16                                | Elitist/Individualistic    | Japan          | France         | 0.7802                |
| 16                                | Elitist/Individualistic    | Japan          | America        | 0.7672                |
| 10                                | Unreliable/Unintelligent   | Japan          | France         | 0.5559                |
| 09                                | Modesty                    | Malaysia       | Poland         | 1.7974                |
| 09                                | Modesty                    | Malaysia       | Brazil         | 1.5125                |
| 14                                | Friendly/Helpful           | Malaysia       | Russia         | 1.1163                |
| 10                                | Unreliable/Unintelligent   | Malaysia       | Germany        | 1.0918                |
| 05                                | Autocratic                 | Malaysia       | Germany        | 1.0626                |
| 16                                | Elitist/Individualistic    | Malaysia       | France         | 0.9618                |
| 16                                | Elitist/Individualistic    | Malaysia       | America        | 0.9488                |
| 10                                | Unreliable/Unintelligent   | Malaysia       | France         | 0.7834                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 11                                | Independent                | Mexico         | Poland         | 2.5111                |
| 11                                | Independent                | Mexico         | Brazil         | 2.1335                |
| 11                                | Independent                | Mexico         | Canada         | 1.9169                |
| 11                                | Independent                | Mexico         | Turkey         | 1.8361                |
| 14                                | Friendly/Helpful           | Mexico         | Russia         | 1.6772                |
| 09                                | Modesty                    | Mexico         | Poland         | 1.5976                |
| 14                                | Friendly/Helpful           | Mexico         | Poland         | 1.5062                |
| 11                                | Independent                | Mexico         | India          | 1.4887                |
| 11                                | Independent                | Mexico         | America        | 1.3331                |
| 09                                | Modesty                    | Mexico         | Brazil         | 1.3127                |
| 17                                | Socially Aware             | Mexico         | Japan          | 1.2139                |
| 14                                | Friendly/Helpful           | Mexico         | Switzerland    | 1.0625                |
| 12                                | Protective/Sensitive       | Mexico         | Japan          | 1.0566                |
| 06                                | Normative                  | Mexico         | Germany        | 1.0024                |
| 06                                | Normative                  | Mexico         | GB             | 0.9891                |
| 10                                | Unreliable/Unintelligent   | Mexico         | Germany        | 0.9880                |
| 06                                | Normative                  | Mexico         | Poland         | 0.9377                |
| 06                                | Normative                  | Mexico         | Japan          | 0.8446                |
| 10                                | Unreliable/Unintelligent   | Mexico         | France         | 0.6796                |
| 11                                | Independent                | Netherlands    | Poland         | 2.3265                |
| 11                                | Independent                | Netherlands    | Brazil         | 1.9489                |
| 11                                | Independent                | Netherlands    | Canada         | 1.7323                |
| 11                                | Independent                | Netherlands    | Turkey         | 1.6516                |
| 11                                | Independent                | Netherlands    | India          | 1.3041                |
| 14                                | Friendly/Helpful           | Netherlands    | Russia         | 1.3032                |
| 11                                | Independent                | Netherlands    | France         | 1.1618                |
| 11                                | Independent                | Netherlands    | America        | 1.1485                |
| 09                                | Modesty                    | Netherlands    | Poland         | 1.1423                |
| 14                                | Friendly/Helpful           | Netherlands    | Poland         | 1.1323                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 10                                | Unreliable/Unintelligent   | Netherlands    | Germany        | 1.0829                |
| 11                                | Independent                | Netherlands    | GB             | 0.9423                |
| 17                                | Socially Aware             | Netherlands    | Japan          | 0.9370                |
| 09                                | Modesty                    | Netherlands    | Brazil         | 0.8574                |
| 10                                | Unreliable/Unintelligent   | Netherlands    | France         | 0.7746                |
| 06                                | Normative                  | Netherlands    | Germany        | 0.7111                |
| 06                                | Normative                  | Netherlands    | GB             | 0.6978                |
| 16                                | Elitist/Individualistic    | Netherlands    | America        | 0.6471                |
| 09                                | Modesty                    | Philippines    | Poland         | 2.0571                |
| 09                                | Modesty                    | Philippines    | Brazil         | 1.7722                |
| 14                                | Friendly/Helpful           | Philippines    | Russia         | 1.5172                |
| 14                                | Friendly/Helpful           | Philippines    | Poland         | 1.3462                |
| 09                                | Modesty                    | Philippines    | Switzerland    | 1.2196                |
| 09                                | Modesty                    | Philippines    | France         | 1.1919                |
| 06                                | Normative                  | Philippines    | Germany        | 1.1145                |
| 06                                | Normative                  | Philippines    | GB             | 1.1011                |
| 06                                | Normative                  | Philippines    | Poland         | 1.0498                |
| 06                                | Normative                  | Philippines    | Japan          | 0.9566                |
| 10                                | Unreliable/Unintelligent   | Philippines    | Germany        | 0.8756                |
| 06                                | Normative                  | Philippines    | Singapore      | 0.7467                |
| 04                                | Performance Orientation    | Philippines    | Japan          | 0.6554                |
| 05                                | Autocratic                 | Poland         | Germany        | 1.6017                |
| 10                                | Unreliable/Unintelligent   | Poland         | Germany        | 1.4278                |
| 05                                | Autocratic                 | Poland         | Turkey         | 1.3758                |
| 05                                | Autocratic                 | Poland         | America        | 1.2168                |
| 05                                | Autocratic                 | Poland         | Netherlands    | 1.1415                |
| 10                                | Unreliable/Unintelligent   | Poland         | France         | 1.1194                |
| 05                                | Autocratic                 | Poland         | Japan          | 0.9851                |
| 05                                | Autocratic                 | Poland         | GB             | 0.9182                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 10                                | Unreliable/Unintelligent   | Poland         | Switzerland    | 0.6542                |
| 10                                | Unreliable/Unintelligent   | Poland         | America        | 0.5713                |
| 10                                | Unreliable/Unintelligent   | Poland         | Japan          | 0.5634                |
| 10                                | Unreliable/Unintelligent   | Russia         | Germany        | 1.5029                |
| 17                                | Socially Aware             | Russia         | Japan          | 1.4398                |
| 17                                | Socially Aware             | Russia         | GB             | 1.2242                |
| 10                                | Unreliable/Unintelligent   | Russia         | France         | 1.1945                |
| 13                                | Risk Averse                | Russia         | Switzerland    | 1.1471                |
| 02                                | Organised                  | Russia         | GB             | 0.8028                |
| 10                                | Unreliable/Unintelligent   | Russia         | Switzerland    | 0.7293                |
| 10                                | Unreliable/Unintelligent   | Russia         | America        | 0.6465                |
| 10                                | Unreliable/Unintelligent   | Russia         | Japan          | 0.6386                |
| 09                                | Modesty                    | Singapore      | Poland         | 1.5875                |
| 11                                | Independent                | Singapore      | Poland         | 1.5713                |
| 09                                | Modesty                    | Singapore      | Brazil         | 1.3026                |
| 10                                | Unreliable/Unintelligent   | Singapore      | Germany        | 1.2011                |
| 11                                | Independent                | Singapore      | Brazil         | 1.1937                |
| 14                                | Friendly/Helpful           | Singapore      | Russia         | 1.1801                |
| 14                                | Friendly/Helpful           | Singapore      | Poland         | 1.0092                |
| 12                                | Protective/Sensitive       | Singapore      | Japan          | 0.9699                |
| 05                                | Autocratic                 | Singapore      | Germany        | 0.9240                |
| 10                                | Unreliable/Unintelligent   | Singapore      | France         | 0.8927                |
| 16                                | Elitist/Individualistic    | Singapore      | America        | 0.6572                |
| 09                                | Modesty                    | Spain          | Poland         | 1.4627                |
| 14                                | Friendly/Helpful           | Spain          | Russia         | 1.3231                |
| 09                                | Modesty                    | Spain          | Brazil         | 1.1778                |
| 10                                | Unreliable/Unintelligent   | Spain          | Germany        | 1.1201                |
| 10                                | Unreliable/Unintelligent   | Spain          | France         | 0.8117                |
| 10                                | Unreliable/Unintelligent   | Switzerland    | Germany        | 0.7736                |

| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 17                                | Socially Aware             | Turkey         | Canada         | 1.5554                |
| 17                                | Socially Aware             | Turkey         | Japan          | 1.5551                |
| 14                                | Friendly/Helpful           | Turkey         | Russia         | 1.4109                |
| 09                                | Modesty                    | Turkey         | Poland         | 1.3921                |
| 12                                | Protective/Sensitive       | Turkey         | Japan          | 1.3455                |
| 17                                | Socially Aware             | Turkey         | GB             | 1.3395                |
| 14                                | Friendly/Helpful           | Turkey         | Poland         | 1.2400                |
| 17                                | Socially Aware             | Turkey         | Singapore      | 1.2383                |
| 10                                | Unreliable/Unintelligent   | Turkey         | Germany        | 1.1598                |
| 09                                | Modesty                    | Turkey         | Brazil         | 1.1072                |
| 17                                | Socially Aware             | Turkey         | America        | 1.0889                |
| 12                                | Protective/Sensitive       | Turkey         | Poland         | 1.0802                |
| 12                                | Protective/Sensitive       | Turkey         | GB             | 0.8924                |
| 10                                | Unreliable/Unintelligent   | Turkey         | France         | 0.8514                |
| 06                                | Normative                  | Turkey         | Germany        | 0.8285                |
| 06                                | Normative                  | Turkey         | GB             | 0.8151                |
| 19                                | Team Building              | Turkey         | Japan          | 0.7364                |
| 02                                | Organised                  | Turkey         | GB             | 0.7148                |
| 06                                | Normative                  | Turkey         | Japan          | 0.6706                |
| 11                                | Independent                | Venezuela      | Poland         | 2.0570                |
| 11                                | Independent                | Venezuela      | Brazil         | 1.6794                |
| 09                                | Modesty                    | Venezuela      | Poland         | 1.4141                |
| 17                                | Socially Aware             | Venezuela      | Canada         | 1.3900                |
| 17                                | Socially Aware             | Venezuela      | Japan          | 1.3898                |
| 11                                | Independent                | Venezuela      | Turkey         | 1.3821                |
| 14                                | Friendly/Helpful           | Venezuela      | Russia         | 1.2846                |
| 06                                | Normative                  | Venezuela      | Germany        | 1.2629                |
| 06                                | Normative                  | Venezuela      | GB             | 1.2495                |
| 06                                | Normative                  | Venezuela      | Poland         | 1.1982                |



| <b>Principal Component Number</b> | <b>Principal Component</b> | <b>Country</b> | <b>Country</b> | <b>Raw difference</b> |
|-----------------------------------|----------------------------|----------------|----------------|-----------------------|
| 10                                | Unreliable/Unintelligent   | Venezuela      | Germany        | 1.1893                |
| 17                                | Socially Aware             | Venezuela      | GB             | 1.1742                |
| 09                                | Modesty                    | Venezuela      | Brazil         | 1.1292                |
| 14                                | Friendly/Helpful           | Venezuela      | Poland         | 1.1137                |
| 06                                | Normative                  | Venezuela      | Japan          | 1.1050                |
| 06                                | Normative                  | Venezuela      | Australia      | 0.9964                |
| 17                                | Socially Aware             | Venezuela      | America        | 0.9236                |
| 06                                | Normative                  | Venezuela      | Canada         | 0.9074                |
| 06                                | Normative                  | Venezuela      | Switzerland    | 0.8982                |
| 06                                | Normative                  | Venezuela      | Singapore      | 0.8951                |
| 10                                | Unreliable/Unintelligent   | Venezuela      | France         | 0.8809                |
| 06                                | Normative                  | Venezuela      | Russia         | 0.8687                |
| 19                                | Team Building              | Venezuela      | Japan          | 0.7909                |
| 06                                | Normative                  | Venezuela      | France         | 0.7752                |
| 04                                | Performance Orientation    | Venezuela      | Japan          | 0.7402                |
| 02                                | Organised                  | Venezuela      | GB             | 0.7195                |
| 06                                | Normative                  | Venezuela      | America        | 0.6973                |

All of Appendix R significant to level  $p < .05$

## Appendix S – Significant differences (Scheffe p<0.05) between countries

|             | America | Argentina | Australia | Brazil | Canada | China | France | GB | Germany | India | Indonesia | Japan | Malaysia | Mexico | Netherlands | Philippines | Poland | Russia | Singapore | Spain | Switzerland | Turkey | Venezuela |   |
|-------------|---------|-----------|-----------|--------|--------|-------|--------|----|---------|-------|-----------|-------|----------|--------|-------------|-------------|--------|--------|-----------|-------|-------------|--------|-----------|---|
| America     |         | 2         |           | 6      | 2      | 2     | 3      | 2  | 1       | 2     | 9         | 1     | 1        | 3      |             | 5           | 2      | 1      |           | 1     | 1           | 2      |           |   |
| Argentina   | 2       |           |           | 2      | 1      | 2     | 3      | 2  | 1       |       | 5         |       |          |        |             | 1           | 2      | 2      |           |       | 1           | 1      |           |   |
| Australia   |         |           |           |        |        |       |        | 1  |         |       |           |       |          |        |             |             | 1      |        |           |       |             |        | 1         |   |
| Brazil      | 6       | 2         |           |        | 2      | 1     | 2      | 5  | 4       | 2     | 1         | 7     | 2        | 2      | 2           | 2           | 3      | 1      | 4         | 1     | 1           | 1      | 2         |   |
| Canada      |         | 1         |           | 2      |        | 2     |        | 1  |         |       |           | 3     |          | 1      | 1           |             | 1      |        |           |       |             |        | 1         | 2 |
| China       | 2       |           |           | 1      | 2      |       | 1      | 1  | 3       |       |           | 1     |          |        |             |             | 3      | 1      |           |       |             |        | 1         |   |
| France      | 2       | 2         |           | 2      |        | 1     |        | 1  |         | 2     | 1         | 3     | 2        | 1      | 2           | 1           | 1      | 2      | 1         | 1     |             | 1      | 2         |   |
| GB          | 3       | 3         |           | 5      |        | 1     | 1      |    | 1       | 1     | 1         | 3     |          | 1      | 2           | 1           | 4      | 3      |           |       |             | 1      | 4         | 3 |
| Germany     | 2       | 2         | 1         | 4      | 1      | 3     |        | 1  |         | 3     | 3         | 3     | 2        | 2      | 2           | 2           | 3      | 1      | 2         | 1     | 1           | 2      | 2         |   |
| India       | 1       | 1         |           | 2      |        |       | 2      | 1  | 3       |       |           | 3     |          |        | 1           |             | 2      | 1      |           |       |             | 1      |           |   |
| Indonesia   | 2       |           |           | 1      |        |       | 1      | 1  | 3       |       |           | 1     |          |        |             |             | 4      | 1      |           |       |             |        | 1         |   |
| Japan       | 9       | 5         |           | 7      | 3      | 1     | 3      | 3  | 3       | 3     | 1         |       |          | 3      | 2           | 2           | 5      | 3      | 1         |       | 1           | 5      | 5         |   |
| Malaysia    | 1       |           |           | 2      |        |       | 2      |    | 2       |       |           |       |          |        |             |             | 1      | 1      |           |       |             |        |           |   |
| Mexico      | 1       |           |           | 2      | 1      |       | 1      | 1  | 2       | 1     |           | 3     |          |        |             |             | 4      | 1      |           |       |             | 1      | 1         |   |
| Netherlands | 3       |           |           | 2      | 1      |       | 2      | 2  | 2       | 1     |           | 2     |          |        |             |             | 4      | 1      |           |       |             |        | 1         |   |
| Philippines |         | 1         |           | 2      |        |       | 1      | 1  | 2       |       |           | 2     |          |        |             |             | 3      | 1      | 1         |       |             | 1      |           |   |
| Poland      | 5       | 2         | 1         | 3      | 1      | 3     | 1      | 4  | 3       | 2     | 4         | 5     | 1        | 4      | 4           | 3           |        |        | 3         | 1     | 1           | 1      | 4         | 4 |
| Russia      | 2       | 2         |           | 1      |        | 1     | 2      | 3  | 1       | 1     | 1         | 3     | 1        | 1      | 1           | 1           |        |        | 1         | 1     | 1           | 2      | 1         | 2 |
| Singapore   | 1       |           |           | 4      |        |       | 1      |    | 2       |       |           | 1     |          |        |             | 1           | 3      | 1      |           |       |             | 1      | 1         |   |
| Spain       |         |           |           | 1      |        |       | 1      |    | 1       |       |           |       |          |        |             |             | 1      | 1      |           |       |             |        |           |   |
| Switzerland | 1       | 1         |           | 1      |        |       |        | 1  | 1       | 1     |           | 1     |          | 1      |             | 1           | 1      | 2      |           |       |             |        | 1         |   |
| Turkey      | 1       | 1         |           | 1      | 1      | 1     | 1      | 4  | 2       |       | 1         | 5     |          | 1      | 1           |             | 4      | 1      | 1         |       |             |        | 1         |   |
| Venezuela   | 2       |           | 1         | 2      | 2      |       | 2      | 3  | 2       |       |           | 5     |          |        |             |             | 4      | 2      | 1         |       | 1           | 1      |           |   |
| TOTAL       | 46      | 25        | 3         | 53     | 15     | 16    | 28     | 38 | 43      | 19    | 15        | 65    | 9        | 19     | 21          | 15          | 59     | 28     | 16        | 5     | 13          | 27     | 28        |   |

Note: This table has double counted all the differences so that the final row has the correct number of differences for each country.

## Appendix T – Significant differences between (Scheffe $p < 0.05$ ) Leadership Characteristic

| Leadership Factor           | Number of Differences |
|-----------------------------|-----------------------|
| 01 Visionary                | 0                     |
| 02 Organised                | 3                     |
| 03 Integrity                | 1                     |
| 04 Perform Orientation      | 9                     |
| 05 Autocratic               | 17                    |
| 06 Normative                | 40                    |
| 07 Encourager               | 0                     |
| 08 Loner                    | 0                     |
| 09 Modesty                  | 42                    |
| 10 Unreliable/Unintelligent | 47                    |
| 11 Independent              | 43                    |
| 12 Protective/Sensitive     | 12                    |
| 13 Risk Averse              | 7                     |
| 14 Friendly/Helpful         | 33                    |
| 15 Micro Manager            | 0                     |
| 16 Elitist/Individualistic  | 16                    |
| 17 Socially Aware           | 28                    |
| 18 Indirect                 | 0                     |
| 19 Team Building            | 5                     |
| 20 Calm                     | 0                     |
| 21 Motivational             | 0                     |
| <b>TOTAL</b>                | <b>303</b>            |



|                             |           | Mean  | s.d   | 8V            | 8B               | 9V       | 9B               | 10V       | 10B              | 11V       | 11B              | 12V       | 12B              | 13V       | 13B              | 14V      | 14B              |
|-----------------------------|-----------|-------|-------|---------------|------------------|----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|----------|------------------|
| 01 Visionary                | Values    | 6.103 | 0.589 |               | -0.083 *         |          | 0.030            |           | -0.106 **        |           | 0.086 **         |           | 0.124 **         |           | -0.097 **        |          | 0.14 **          |
|                             | Behaviour | 5.399 | 0.874 |               |                  |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 02 Organised                | Values    | 5.503 | 0.832 |               | -0.080 *         |          | -0.026           |           | -0.062           |           | 0.008            |           | 0.043            |           | 0.056            |          | 0.088 **         |
|                             | Behaviour | 5.421 | 1.058 |               |                  |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 03 Integrity                | Values    | 6.573 | 0.511 |               | -0.190 **        |          | 0.114 **         |           | -0.116 **        |           | -0.042           |           | 0.131 **         |           | -0.078 *         |          | 0.144 **         |
|                             | Behaviour | 5.940 | 0.998 |               |                  |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 04 Perform Orientation      | Values    | 6.319 | 0.607 |               | -0.147 **        |          | 0.131 **         |           | -0.178 **        |           | 0.044            |           | 0.125 **         |           | -0.134 **        |          | 0.129 **         |
|                             | Behaviour | 5.953 | 0.853 |               |                  |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 05 Autocratic               | Values    | 2.078 | 0.923 |               | 0.159 **         |          | -0.052           |           | -0.007           |           | 0.023            |           | -0.033           |           | <b>0.003</b>     |          | -0.008           |
|                             | Behaviour | 2.611 | 1.343 |               |                  |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 06 Normative                | Values    | 4.701 | 0.855 |               | -0.141 **        |          | -0.068 *         |           | -0.019           |           | -0.073 *         |           | 0.135 **         |           | -0.027           |          | 0.144 **         |
|                             | Behaviour | 5.178 | 0.911 |               |                  |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 07 Encourager               | Values    | 6.334 | 0.634 |               | -0.112 **        |          | -0.023           |           | -0.102 **        |           | -0.037           |           | 0.109 **         |           | -0.023           |          | 0.103 **         |
|                             | Behaviour | 5.317 | 1.192 |               |                  |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 08 Loner                    | Values    | 1.952 | 0.797 | (.719)        | 0.206 **         |          | 0.027            |           | 0.014            |           | 0.076 *          |           | -0.076 *         |           | 0.042            |          | -0.1 **          |
|                             | Behaviour | 2.296 | 1.204 |               | (.764)           |          |                  |           |                  |           |                  |           |                  |           |                  |          |                  |
| 09 Modesty                  | Values    | 4.847 | 1.053 | <b>-0.002</b> | -0.064           | (.582)   | 0.307 **         |           | -0.143 **        |           | 0.035            |           | 0.061            |           | -0.071 *         |          | 0.054            |
|                             | Behaviour | 4.841 | 1.363 |               | <b>-0.085 **</b> |          | (.623)           |           |                  |           |                  |           |                  |           |                  |          |                  |
| 10 Unreliable/Unintelligent | Values    | 2.103 | 0.694 | 0.318 **      | 0.047            | -0.007   | -0.029           | (.337)    | 0.149 **         |           | -0.061           |           | -0.063           |           | -0.018           |          | -0.072 *         |
|                             | Behaviour | 2.268 | 0.846 |               | <b>0.441 **</b>  |          | <b>-0.056 *</b>  |           | (.317)           |           |                  |           |                  |           |                  |          |                  |
| 11 Independent              | Values    | 3.943 | 1.604 | 0.154 **      | 0.049            | 0.101 ** | 0.016            | -0.018    | -0.009           | (.782)    | 0.436 **         |           | -0.051           |           | 0.014            |          | 0.039            |
|                             | Behaviour | 4.496 | 1.509 |               | <b>0.176 **</b>  |          | <b>0.035</b>     |           | <b>-0.001</b>    |           | (.813)           |           |                  |           |                  |          |                  |
| 12 Protective/Sensitive     | Values    | 4.897 | 1.061 | -0.115 **     | -0.030           | 0.200 ** | 0.006            | -0.086 ** | -0.036           | -0.051 *  | -0.042           | (0.567)   | 0.269 **         |           | -0.03            |          | 0.116 **         |
|                             | Behaviour | 4.551 | 1.178 |               | <b>-0.225 **</b> |          | <b>0.314 **</b>  |           | <b>-0.168 **</b> |           | <b>-0.043</b>    |           | (.550)           |           |                  |          |                  |
| 13 Risk Averse              | Values    | 3.16  | 0.991 | 0.151 **      | 0.043            | -0.001   | -0.074 *         | 0.114 **  | 0.028            | 0.039     | 0.002            | 0.055 *   | -0.057           | (.441)    | 0.297 **         |          | -0.095 **        |
|                             | Behaviour | 3.920 | 1.171 |               | <b>0.166 **</b>  |          | <b>0.059 *</b>   |           | <b>0.244 **</b>  |           | <b>-0.093 **</b> |           | <b>0.010</b>     |           | (.650)           |          |                  |
| 14 Friendly/Helpful         | Values    | 4.699 | 0.958 | -0.117 **     | -0.060           | 0.257 ** | 0.040            | -0.170 ** | -0.092 **        | 0.093 **  | -0.01            | 0.26 **   | 0.1 **           | 0.089 **  | -0.012           | (0.428)  | 0.252 **         |
|                             | Behaviour | 4.781 | 1.215 |               | <b>-0.354 **</b> |          | <b>0.270 **</b>  |           | <b>-0.308 **</b> |           | <b>0.014</b>     |           | <b>0.458 **</b>  |           | <b>0.154 **</b>  |          | (.576)           |
| 15 Micro Mgr                | Values    | 1.807 | 0.866 | 0.354 **      | 0.062            | 0.009    | -0.043           | 0.150     | -0.008           | 0.165 **  | 0.019            | -0.028    | -0.043           | 0.229 **  | 0.028            | 0.039    | 0.002            |
|                             | Behaviour | 2.598 | 1.365 |               | <b>0.346 **</b>  |          | <b>-0.147 **</b> |           | <b>0.190 **</b>  |           | <b>0.126 **</b>  |           | <b>-0.197 **</b> |           | <b>0.153 **</b>  |          | <b>-0.185 **</b> |
| 16 Elistist/Individualistic | Values    | 2.304 | 0.978 | 0.293 **      | 0.082 *          | -0.048 * | -0.063           | 0.070 **  | -0.011           | 0.2 **    | 0.03             | -0.074 ** | -0.005           | 0.08 **   | 0.028            | 0.051 *  | 0.038            |
|                             | Behaviour | 2.588 | 1.198 |               | <b>0.385 **</b>  |          | <b>-0.273 **</b> |           | <b>0.271 **</b>  |           | <b>0.111 **</b>  |           | <b>-0.196 **</b> |           | <b>0.104 **</b>  |          | <b>-0.208 **</b> |
| 17 Socially aware           | Values    | 3.795 | 1.324 | 0.049 *       | -0.040           | -0.061 * | -0.093 **        | -0.095    | -0.004           | 0.037     | -0.055           | 0.197 **  | 0.112 **         | 0.108 **  | -0.024           | 0.13 **  | 0.135 **         |
|                             | Behaviour | 4.145 | 1.505 |               | <b>0.063 *</b>   |          | <b>-0.090 **</b> |           | <b>-0.008 **</b> |           | <b>0.031</b>     |           | <b>0.105 **</b>  |           | <b>0.094 **</b>  |          | <b>0.036</b>     |
| 18 Indirect                 | Values    | 2.388 | 1.006 | 0.360 **      | 0.068 *          | 0.067 ** | 0.040            | 0.265 **  | -0.017           | 0.112 **  | 0.081 *          | 0.008     | -0.001           | 0.069 **  | -0.036           | 0.021    | -0.007           |
|                             | Behaviour | 2.448 | 1.290 |               | <b>0.404 **</b>  |          | <b>-0.071 **</b> |           | <b>0.359 **</b>  |           | <b>0.018</b>     |           | <b>-0.136 **</b> |           | <b>0.16 **</b>   |          | <b>-0.196 **</b> |
| 19 Team Building            | Values    | 6.28  | 0.584 | -0.470 **     | -0.170 **        | 0.179 ** | 0.032            | -0.399 ** | -0.083 **        | -0.085 ** | -0.041           | 0.228 **  | 0.141 **         | -0.144 ** | -0.077 **        | 0.198 ** | 0.156 **         |
|                             | Behaviour | 5.542 | 0.968 |               | <b>-0.614 **</b> |          | <b>0.184 **</b>  |           | <b>-0.576 **</b> |           | <b>-0.102 **</b> |           | <b>0.406 **</b>  |           | <b>0.234 **</b>  |          | <b>0.512 **</b>  |
| 20 Calm                     | Values    | 5.903 | 0.678 | -0.356 **     | -0.153 **        | 0.241 ** | 0.032            | -0.245 ** | -0.045           | -0.002    | 0.06             | 0.218 **  | 0.056            | 0.053 *   | 0.015            | 0.193 ** | 0.083 *          |
|                             | Behaviour | 5.282 | 1.190 |               | <b>-0.288 **</b> |          | <b>0.378 **</b>  |           | <b>-0.083 **</b> |           | <b>-0.061 *</b>  |           | <b>0.390 **</b>  |           | <b>0.045</b>     |          | <b>0.293 **</b>  |
| 21 Motivational             | Values    | 6.125 | 0.81  | -0.286 **     | -0.037           | 0.143 ** | -0.014           | -0.277 ** | -0.040           | 0.02      | 0.062            | 0.194 **  | 0.042            | -0.072 ** | -0.006           | 0.186 ** | 0.046            |
|                             | Behaviour | 5.021 | 1.150 |               | <b>-0.454 **</b> |          | <b>0.144 **</b>  |           | <b>-0.479 **</b> |           | <b>-0.092 **</b> |           | <b>0.389 **</b>  |           | <b>-0.195 **</b> |          | <b>0.440 **</b>  |

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

|                             |           | Mean         | s.d          | 15V       | 15B              | 16V       | 16B              | 17V      | 17B            | 18V       | 18B              | 19V      | 19B             | 20V      | 20B             | 21V    | 21B           |
|-----------------------------|-----------|--------------|--------------|-----------|------------------|-----------|------------------|----------|----------------|-----------|------------------|----------|-----------------|----------|-----------------|--------|---------------|
| 01 Visionary                | Values    | 6.103        | 0.589        |           | -0.038           |           | -0.051           |          | 0.03           |           | -0.099 **        |          | 0.18 **         |          | 0.06            |        | 0.188 **      |
|                             | Behaviour | <b>5.399</b> | <b>0.874</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 02 Organised                | Values    | 5.503        | 0.832        |           | -0.073 *         |           | -0.025           |          | 0.112 **       |           | -0.1 **          |          | 0.143 **        |          | 0.056           |        | 0.171 **      |
|                             | Behaviour | <b>5.421</b> | <b>1.058</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 03 Integrity                | Values    | 6.573        | 0.511        |           | -0.139 **        |           | -0.131 **        |          | 0.078          |           | -0.161 **        |          | 0.244 **        |          | 0.106 **        |        | 0.175 **      |
|                             | Behaviour | <b>5.940</b> | <b>0.998</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 04 Perform Orientation      | Values    | 6.319        | 0.607        |           | -0.161 **        |           | -0.131 **        |          | 0.081 *        |           | -0.156 **        |          | 0.236 **        |          | 0.108 **        |        | 0.168 **      |
|                             | Behaviour | <b>5.953</b> | <b>0.853</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 05 Autocratic               | Values    | 2.078        | 0.923        |           | 0.132 **         |           | 0.183 **         |          | 0.09 **        |           | 0.079 *          |          | -0.101 **       |          | -0.027          |        | -0.061        |
|                             | Behaviour | <b>2.611</b> | <b>1.343</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 06 Normative                | Values    | 4.701        | 0.855        |           | -0.058           |           | 0.011            |          | 0.239 **       |           | -0.11 **         |          | 0.17 **         |          | 0.069 *         |        | 0.173 **      |
|                             | Behaviour | <b>5.178</b> | <b>0.911</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 07 Encourager               | Values    | 6.334        | 0.634        |           | -0.086 **        |           | -0.053           |          | 0.032          |           | -0.131 **        |          | 0.152 **        |          | 0.057           |        | 0.13 **       |
|                             | Behaviour | <b>5.317</b> | <b>1.192</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 08 Loner                    | Values    | 1.952        | 0.797        |           | 0.082 *          |           | 0.076 *          |          | -0.009         |           | 0.135 **         |          | -0.16 **        |          | -0.072 *        |        | -0.136 **     |
|                             | Behaviour | <b>2.296</b> | <b>1.204</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 09 Modesty                  | Values    | 4.847        | 1.053        |           | -0.04            |           | -0.107 **        |          | -0.035         |           | -0.014           |          | 0.052           |          | 0.105 **        |        | 0.061         |
|                             | Behaviour | <b>4.841</b> | <b>1.363</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 10 Unreliable/Unintelligent | Values    | 2.103        | 0.694        |           | 0.045            |           | -0.016           |          | -0.113 **      |           | 0.079 *          |          | -0.085 **       |          | -0.042          |        | -0.111 **     |
|                             | Behaviour | <b>2.268</b> | <b>0.846</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 11 Independent              | Values    | 3.943        | 1.604        |           | -0.016           |           | 0.043            |          | -0.058         |           | 0.033            |          | -0.043          |          | 0.006           |        | 0.008         |
|                             | Behaviour | <b>4.496</b> | <b>1.509</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 12 Protective/Sensitive     | Values    | 4.897        | 1.061        |           | -0.013           |           | 0.067 *          |          | 0.184 **       |           | -0.045           |          | 0.108 **        |          | 0.04            |        | 0.104 **      |
|                             | Behaviour | <b>4.551</b> | <b>1.178</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 13 Risk Averse              | Values    | 3.16         | 0.991        |           | 0.002            |           | 0.008            |          | 0.042          |           | 0.012            |          | -0.067 *        |          | -0.018          |        | -0.004        |
|                             | Behaviour | <b>3.920</b> | <b>1.171</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 14 Friendly/Helpful         | Values    | 4.699        | 0.958        |           | -0.037           |           | 0.065 *          |          | 0.102 **       |           | -0.048           |          | 0.089 **        |          | 0.069 *         |        | 0.127 **      |
|                             | Behaviour | <b>4.781</b> | <b>1.215</b> |           |                  |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 15 Micro Mgr                | Values    | 1.807        | 0.866        | (.725)    | 0.09 **          |           | 0.07 *           |          | -0.005         |           | 0.033            |          | -0.049          |          | 0.006           |        | -0.026        |
|                             | Behaviour | <b>2.598</b> | <b>1.365</b> |           | <b>(.754)</b>    |           |                  |          |                |           |                  |          |                 |          |                 |        |               |
| 16 Elistist/Individualistic | Values    | 2.304        | 0.978        | 0.396 **  | 0.098 **         | (.580)    | 0.3 **           |          | 0.073 *        |           | 0.109 **         |          | -0.073 *        |          | -0.031          |        | 0.028         |
|                             | Behaviour | <b>2.588</b> | <b>1.198</b> |           | <b>0.397 **</b>  |           | <b>(.686)</b>    |          |                |           |                  |          |                 |          |                 |        |               |
| 17 Socially aware           | Values    | 3.795        | 1.324        | 0.177 **  | -0.022           | 0.274 **  | 0.098 **         | (.680)   | 0.444 **       |           | -0.001           |          | 0.098 **        |          | 0.026           |        | 0.114 **      |
|                             | Behaviour | <b>4.145</b> | <b>1.505</b> |           | <b>0.109 **</b>  |           | <b>0.306 **</b>  |          | <b>(.764)</b>  |           |                  |          |                 |          |                 |        |               |
| 18 Indirect                 | Values    | 2.388        | 1.006        | 0.253 **  | 0.026            | 0.257 **  | 0.077 *          | 0.065 ** | 0.024          | (.655)    | 0.173 **         |          | -0.039          |          | -0.04           |        | -0.019        |
|                             | Behaviour | <b>2.448</b> | <b>1.290</b> |           | <b>0.277 **</b>  |           | <b>0.306 **</b>  |          | <b>0.059 *</b> |           | <b>(.758)</b>    |          |                 |          |                 |        |               |
| 19 Team Building            | Values    | 6.28         | 0.584        | -0.367 ** | -0.124 **        | -0.323 ** | -0.129 **        | -0.036   | 0.075 *        | -0.260 ** | -0.17 **         | (.667)   | 0.256 **        |          | 0.101 **        |        | 0.171 **      |
|                             | Behaviour | <b>5.542</b> | <b>0.968</b> |           | <b>-0.347 **</b> |           | <b>-0.377 **</b> |          | <b>-0.004</b>  |           | <b>-0.420 **</b> |          | <b>(.767)</b>   |          |                 |        |               |
| 20 Calm                     | Values    | 5.903        | 0.678        | -0.275 ** | -0.092 **        | -0.231 ** | -0.072 *         | -0.016   | 0.009          | -0.266 ** | -0.116 **        | 0.404 ** | 0.144 **        | (.575)   | 0.073 *         |        | 0.123 **      |
|                             | Behaviour | <b>5.282</b> | <b>1.190</b> |           | <b>-0.371 **</b> |           | <b>-0.349 **</b> |          | <b>-0.037</b>  |           | <b>-0.198 **</b> |          | <b>0.317 **</b> |          | <b>(.753)</b>   |        |               |
| 21 Motivational             | Values    | 6.125        | 0.81         | -0.230 ** | -0.054           | -0.170 ** | 0.025            | 0.088 ** | 0.049          | -0.182 ** | -0.063           | 0.448 ** | 0.052           | 0.326 ** | 0.041           | (.467) | 0.13 **       |
|                             | Behaviour | <b>5.021</b> | <b>1.150</b> |           | <b>-0.278 **</b> |           | <b>-0.274 **</b> |          | <b>0.029</b>   |           | <b>-0.326 **</b> |          | <b>0.735 **</b> |          | <b>0.286 **</b> |        | <b>(.685)</b> |

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

**Appendix V1 – Correlations of GLOBE factors structure and 21 Principal Components – Desired Leadership Values**

**Appendix V2 – Correlations of GLOBE factors structure and 21 Principal Components – Perceived Behaviour**



**Appendix W1 – Phase One Summary for Cargill**

**Appendix W2 – Phase One Summary for Cargill – Leadership Values**

## Appendix X - Results of overall Fit Scores

| <b>Leader</b> | <b>#1. Admin Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non Participative</b> | <b>#16. Performance Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|----------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|--------------------------------|-----------------------|------------------------|---------------------|-------------------------------|------------------------------------|------------------------|--------------------------|----------------------------------|-------------------------|------------------------|----------------|
| 1             | 74%                        | 55%                   | 61%                   | 61%                  | 63%                      | 52%                       | 51%                         | 67%                     | 63%                   | 66%                    | 65%                            | 70%                   | 72%                    | 65%                 | 48%                           | 79%                                | 72%                    | 57%                      | 59%                              | 58%                     | 76%                    | 64%            |
| 2             | 78%                        | 74%                   | 66%                   | 73%                  | 82%                      | 78%                       | 74%                         | 84%                     | 77%                   | 75%                    | 87%                            | 84%                   | 89%                    | 77%                 | 59%                           | 87%                                | 76%                    | 70%                      | 82%                              | 82%                     | 85%                    | 79%            |
| 3             | 82%                        | 85%                   | 54%                   | 86%                  | 76%                      | 83%                       | 80%                         | 84%                     | 82%                   | 65%                    | 68%                            | 85%                   | 89%                    | 80%                 | 86%                           | 91%                                | 69%                    | 79%                      | 78%                              | 83%                     | 81%                    | 82%            |
| 4             | 72%                        | 67%                   | 73%                   | 70%                  | 75%                      | 68%                       | 67%                         | 84%                     | 72%                   | 66%                    | 73%                            | 81%                   | 85%                    | 73%                 | 74%                           | 83%                                | 70%                    | 72%                      | 64%                              | 76%                     | 76%                    | 75%            |
| 5             | 83%                        | 73%                   | 77%                   | 80%                  | 85%                      | 78%                       | 74%                         | 91%                     | 88%                   | 73%                    | 87%                            | 88%                   | 91%                    | 70%                 | 86%                           | 87%                                | 82%                    | 81%                      | 81%                              | 84%                     | 84%                    | 84%            |
| 6             | 88%                        | 91%                   | 79%                   | 89%                  | 80%                      | 67%                       | 70%                         | 87%                     | 87%                   | 66%                    | 65%                            | 85%                   | 91%                    | 82%                 | 86%                           | 82%                                | 78%                    | 81%                      | 77%                              | 75%                     | 79%                    | 83%            |
| 7             | 89%                        | 86%                   | 86%                   | 88%                  | 90%                      | 72%                       | 74%                         | 87%                     | 86%                   | 88%                    | 92%                            | 87%                   | 93%                    | 84%                 | 91%                           | 90%                                | 81%                    | 86%                      | 76%                              | 86%                     | 83%                    | 87%            |
| 8             | 75%                        | 75%                   | 70%                   | 80%                  | 83%                      | 80%                       | 67%                         | 85%                     | 86%                   | 72%                    | 88%                            | 85%                   | 83%                    | 77%                 | 74%                           | 86%                                | 76%                    | 80%                      | 68%                              | 79%                     | 83%                    | 80%            |
| 9             | 87%                        | 77%                   | 76%                   | 79%                  | 86%                      | 77%                       | 80%                         | 83%                     | 78%                   | 84%                    | 88%                            | 83%                   | 87%                    | 64%                 | 79%                           | 85%                                | 74%                    | 85%                      | 93%                              | 85%                     | 84%                    | 83%            |
| 10            | 77%                        | 63%                   | 73%                   | 70%                  | 80%                      | 73%                       | 74%                         | 77%                     | 80%                   | 74%                    | 76%                            | 77%                   | 82%                    | 72%                 | 72%                           | 85%                                | 74%                    | 72%                      | 68%                              | 77%                     | 79%                    | 77%            |
| 11            | 78%                        | 85%                   | 69%                   | 83%                  | 76%                      | 71%                       | 81%                         | 80%                     | 83%                   | 84%                    | 83%                            | 95%                   | 94%                    | 76%                 | 88%                           | 87%                                | 78%                    | 76%                      | 79%                              | 77%                     | 81%                    | 83%            |
| 12            | 69%                        | 88%                   | 71%                   | 85%                  | 70%                      | 69%                       | 70%                         | 82%                     | 78%                   | 77%                    | 82%                            | 88%                   | 91%                    | 74%                 | 73%                           | 86%                                | 70%                    | 78%                      | 79%                              | 70%                     | 72%                    | 78%            |
| 13            | 84%                        | 81%                   | 69%                   | 78%                  | 71%                      | 70%                       | 74%                         | 76%                     | 69%                   | 64%                    | 72%                            | 95%                   | 88%                    | 85%                 | 71%                           | 84%                                | 60%                    | 78%                      | 75%                              | 82%                     | 82%                    | 79%            |
| 14            | 83%                        | 92%                   | 70%                   | 90%                  | 86%                      | 84%                       | 85%                         | 87%                     | 88%                   | 78%                    | 90%                            | 96%                   | 95%                    | 86%                 | 91%                           | 85%                                | 91%                    | 91%                      | 73%                              | 85%                     | 88%                    | 89%            |
| 15            | 84%                        | 65%                   | 52%                   | 74%                  | 80%                      | 78%                       | 61%                         | 85%                     | 82%                   | 78%                    | 77%                            | 80%                   | 82%                    | 71%                 | 70%                           | 81%                                | 85%                    | 75%                      | 64%                              | 76%                     | 80%                    | 79%            |
| 16            | 83%                        | 65%                   | 55%                   | 70%                  | 70%                      | 80%                       | 53%                         | 82%                     | 77%                   | 77%                    | 72%                            | 77%                   | 81%                    | 64%                 | 63%                           | 88%                                | 78%                    | 74%                      | 70%                              | 76%                     | 73%                    | 75%            |
| 17            | 81%                        | 81%                   | 72%                   | 80%                  | 71%                      | 77%                       | 74%                         | 78%                     | 82%                   | 73%                    | 66%                            | 83%                   | 88%                    | 87%                 | 81%                           | 86%                                | 78%                    | 74%                      | 82%                              | 71%                     | 78%                    | 79%            |
| 18            | 74%                        | 93%                   | 62%                   | 90%                  | 84%                      | 70%                       | 88%                         | 82%                     | 81%                   | 78%                    | 86%                            | 89%                   | 94%                    | 78%                 | 86%                           | 84%                                | 85%                    | 84%                      | 77%                              | 79%                     | 77%                    | 84%            |
| 19            | 79%                        | 90%                   | 70%                   | 88%                  | 85%                      | 78%                       | 84%                         | 87%                     | 85%                   | 70%                    | 83%                            | 95%                   | 95%                    | 84%                 | 72%                           | 82%                                | 81%                    | 85%                      | 83%                              | 87%                     | 83%                    | 86%            |
| 20            | 80%                        | 77%                   | 69%                   | 75%                  | 82%                      | 70%                       | 74%                         | 79%                     | 79%                   | 73%                    | 77%                            | 87%                   | 87%                    | 74%                 | 77%                           | 84%                                | 67%                    | 80%                      | 91%                              | 81%                     | 85%                    | 79%            |
| 21            | 79%                        | 84%                   | 56%                   | 82%                  | 73%                      | 80%                       | 73%                         | 79%                     | 81%                   | 67%                    | 86%                            | 84%                   | 91%                    | 80%                 | 82%                           | 86%                                | 68%                    | 75%                      | 63%                              | 84%                     | 77%                    | 80%            |

| <b>Leader</b> | <b>#1. Admin<br/>Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane<br/>Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non<br/>Participative</b> | <b>#16. Performance<br/>Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status<br/>Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|--------------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|------------------------------------|-----------------------|------------------------|---------------------|-----------------------------------|--|------------------------|--------------------------|--------------------------------------|-------------------------|------------------------|----------------|
| 23            | 84%                            | 80%                   | 74%                   | 85%                  | 84%                      | 76%                       | 75%                         | 80%                     | 80%                   | 79%                    | 67%                                | 92%                   | 88%                    | 65%                 | 80%                               | 90%                                    | 73%                    | 77%                      | 69%                                  | 85%                     | 86%                    | 83%            |
| 24            | 88%                            | 60%                   | 67%                   | 71%                  | 64%                      | 70%                       | 74%                         | 84%                     | 76%                   | 77%                    | 62%                                | 88%                   | 80%                    | 64%                 | 69%                               | 91%                                    | 73%                    | 71%                      | 69%                                  | 58%                     | 80%                    | 74%            |
| 25            | 88%                            | 85%                   | 79%                   | 80%                  | 88%                      | 64%                       | 73%                         | 75%                     | 71%                   | 64%                    | 85%                                | 88%                   | 92%                    | 73%                 | 70%                               | 86%                                    | 65%                    | 86%                      | 79%                                  | 89%                     | 81%                    | 81%            |
| 26            | 92%                            | 73%                   | 78%                   | 77%                  | 76%                      | 82%                       | 74%                         | 81%                     | 75%                   | 80%                    | 82%                                | 74%                   | 81%                    | 78%                 | 80%                               | 84%                                    | 74%                    | 74%                      | 74%                                  | 74%                     | 78%                    | 79%            |
| 27            | 78%                            | 74%                   | 74%                   | 77%                  | 78%                      | 73%                       | 79%                         | 83%                     | 82%                   | 80%                    | 79%                                | 84%                   | 87%                    | 83%                 | 83%                               | 90%                                    | 75%                    | 86%                      | 84%                                  | 81%                     | 78%                    | 81%            |
| 28            | 82%                            | 76%                   | 77%                   | 77%                  | 74%                      | 62%                       | 74%                         | 81%                     | 75%                   | 61%                    | 65%                                | 86%                   | 95%                    | 76%                 | 66%                               | 74%                                    | 70%                    | 65%                      | 85%                                  | 84%                     | 76%                    | 79%            |
| 29            | 83%                            | 71%                   | 84%                   | 76%                  | 82%                      | 67%                       | 80%                         | 85%                     | 77%                   | 69%                    | 72%                                | 86%                   | 88%                    | 70%                 | 70%                               | 89%                                    | 78%                    | 75%                      | 84%                                  | 76%                     | 88%                    | 81%            |
| 30            | 85%                            | 53%                   | 60%                   | 59%                  | 52%                      | 78%                       | 72%                         | 78%                     | 74%                   | 80%                    | 65%                                | 79%                   | 84%                    | 82%                 | 63%                               | 77%                                    | 81%                    | 72%                      | 73%                                  | 72%                     | 65%                    | 70%            |
| 31            | 84%                            | 81%                   | 68%                   | 81%                  | 83%                      | 69%                       | 72%                         | 82%                     | 75%                   | 60%                    | 84%                                | 90%                   | 90%                    | 84%                 | 73%                               | 87%                                    | 82%                    | 76%                      | 64%                                  | 79%                     | 77%                    | 81%            |
| 32            | 83%                            | 83%                   | 75%                   | 84%                  | 84%                      | 79%                       | 71%                         | 80%                     | 85%                   | 72%                    | 88%                                | 89%                   | 90%                    | 78%                 | 77%                               | 91%                                    | 73%                    | 74%                      | 65%                                  | 89%                     | 87%                    | 84%            |
| 33            | 68%                            | 79%                   | 60%                   | 74%                  | 65%                      | 63%                       | 67%                         | 72%                     | 67%                   | 76%                    | 71%                                | 80%                   | 85%                    | 81%                 | 75%                               | 75%                                    | 59%                    | 71%                      | 54%                                  | 72%                     | 64%                    | 72%            |
| 34            | 68%                            | 86%                   | 68%                   | 81%                  | 74%                      | 72%                       | 64%                         | 81%                     | 79%                   | 69%                    | 82%                                | 84%                   | 86%                    | 74%                 | 72%                               | 80%                                    | 72%                    | 78%                      | 68%                                  | 75%                     | 68%                    | 77%            |
| 35            | 77%                            | 73%                   | 73%                   | 71%                  | 78%                      | 71%                       | 70%                         | 77%                     | 73%                   | 50%                    | 64%                                | 75%                   | 81%                    | 68%                 | 71%                               | 84%                                    | 81%                    | 75%                      | 71%                                  | 70%                     | 75%                    | 74%            |
| 36            | 84%                            | 83%                   | 83%                   | 80%                  | 81%                      | 73%                       | 73%                         | 79%                     | 82%                   | 74%                    | 80%                                | 90%                   | 91%                    | 83%                 | 86%                               | 85%                                    | 70%                    | 92%                      | 82%                                  | 83%                     | 82%                    | 83%            |
| 37            | 83%                            | 82%                   | 71%                   | 85%                  | 89%                      | 70%                       | 75%                         | 85%                     | 87%                   | 77%                    | 84%                                | 87%                   | 91%                    | 76%                 | 87%                               | 93%                                    | 84%                    | 84%                      | 80%                                  | 84%                     | 86%                    | 86%            |
| 38            | 72%                            | 70%                   | 72%                   | 78%                  | 86%                      | 70%                       | 79%                         | 84%                     | 80%                   | 73%                    | 74%                                | 84%                   | 87%                    | 66%                 | 75%                               | 88%                                    | 86%                    | 85%                      | 81%                                  | 75%                     | 81%                    | 80%            |
| 39            | 77%                            | 88%                   | 66%                   | 87%                  | 79%                      | 71%                       | 74%                         | 82%                     | 78%                   | 74%                    | 82%                                | 91%                   | 94%                    | 76%                 | 88%                               | 85%                                    | 68%                    | 78%                      | 74%                                  | 84%                     | 80%                    | 84%            |
| 40            | 76%                            | 85%                   | 76%                   | 79%                  | 73%                      | 62%                       | 64%                         | 76%                     | 79%                   | 78%                    | 74%                                | 85%                   | 93%                    | 74%                 | 74%                               | 79%                                    | 54%                    | 83%                      | 82%                                  | 81%                     | 82%                    | 79%            |
| 41            | 59%                            | 80%                   | 74%                   | 75%                  | 74%                      | 71%                       | 85%                         | 69%                     | 73%                   | 62%                    | 78%                                | 85%                   | 89%                    | 73%                 | 79%                               | 72%                                    | 77%                    | 90%                      | 72%                                  | 78%                     | 68%                    | 77%            |
| 42            | 79%                            | 85%                   | 73%                   | 84%                  | 79%                      | 73%                       | 77%                         | 81%                     | 82%                   | 72%                    | 78%                                | 87%                   | 91%                    | 81%                 | 85%                               | 85%                                    | 70%                    | 83%                      | 81%                                  | 85%                     | 84%                    | 83%            |
| 43            | 89%                            | 83%                   | 76%                   | 81%                  | 69%                      | 70%                       | 74%                         | 80%                     | 78%                   | 77%                    | 66%                                | 91%                   | 85%                    | 80%                 | 84%                               | 82%                                    | 64%                    | 78%                      | 79%                                  | 85%                     | 71%                    | 79%            |
| 44            | 81%                            | 87%                   | 54%                   | 85%                  | 80%                      | 65%                       | 72%                         | 85%                     | 83%                   | 74%                    | 89%                                | 90%                   | 89%                    | 82%                 | 88%                               | 88%                                    | 77%                    | 77%                      | 81%                                  | 86%                     | 83%                    | 83%            |
| 45            | 84%                            | 80%                   | 75%                   | 81%                  | 84%                      | 76%                       | 82%                         | 80%                     | 79%                   | 70%                    | 85%                                | 91%                   | 92%                    | 78%                 | 80%                               | 84%                                    | 74%                    | 88%                      | 85%                                  | 83%                     | 82%                    | 83%            |
| 46            | 68%                            | 66%                   | 71%                   | 67%                  | 46%                      | 61%                       | 51%                         | 64%                     | 72%                   | 62%                    | 61%                                | 55%                   | 71%                    | 74%                 | 67%                               | 60%                                    | 68%                    | 59%                      | 86%                                  | 58%                     | 58%                    | 62%            |

| <b>Leader</b> | <b>#1. Admin<br/>Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane<br/>Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non<br/>Participative</b> | <b>#16. Performance<br/>Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status<br/>Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|--------------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|------------------------------------|-----------------------|------------------------|---------------------|-----------------------------------|--|------------------------|--------------------------|--------------------------------------|-------------------------|------------------------|----------------|
| 48            | 75%                            | 47%                   | 64%                   | 56%                  | 56%                      | 68%                       | 61%                         | 75%                     | 71%                   | 51%                    | 64%                                | 82%                   | 74%                    | 69%                 | 42%                               | 84%                                    | 70%                    | 54%                      | 64%                                  | 62%                     | 60%                    | 65%            |
| 49            | 93%                            | 78%                   | 79%                   | 82%                  | 92%                      | 85%                       | 86%                         | 92%                     | 86%                   | 86%                    | 86%                                | 92%                   | 94%                    | 78%                 | 77%                               | 96%                                    | 83%                    | 95%                      | 83%                                  | 91%                     | 89%                    | 89%            |
| 50            | 86%                            | 85%                   | 69%                   | 83%                  | 76%                      | 77%                       | 70%                         | 77%                     | 76%                   | 62%                    | 85%                                | 86%                   | 84%                    | 80%                 | 72%                               | 83%                                    | 66%                    | 84%                      | 77%                                  | 83%                     | 85%                    | 79%            |
| 51            | 80%                            | 77%                   | 71%                   | 74%                  | 67%                      | 76%                       | 66%                         | 69%                     | 77%                   | 58%                    | 67%                                | 77%                   | 79%                    | 78%                 | 70%                               | 75%                                    | 74%                    | 72%                      | 73%                                  | 73%                     | 72%                    | 73%            |
| 52            | 74%                            | 72%                   | 73%                   | 74%                  | 76%                      | 73%                       | 71%                         | 76%                     | 81%                   | 70%                    | 73%                                | 80%                   | 85%                    | 72%                 | 78%                               | 76%                                    | 73%                    | 89%                      | 87%                                  | 85%                     | 75%                    | 77%            |
| 53            | 82%                            | 63%                   | 67%                   | 68%                  | 72%                      | 64%                       | 81%                         | 79%                     | 70%                   | 66%                    | 56%                                | 61%                   | 80%                    | 59%                 | 72%                               | 75%                                    | 73%                    | 85%                      | 66%                                  | 67%                     | 74%                    | 73%            |
| 54            | 81%                            | 78%                   | 80%                   | 76%                  | 81%                      | 79%                       | 88%                         | 75%                     | 82%                   | 71%                    | 84%                                | 89%                   | 92%                    | 74%                 | 82%                               | 79%                                    | 63%                    | 81%                      | 86%                                  | 87%                     | 86%                    | 81%            |
| 55            | 80%                            | 82%                   | 69%                   | 79%                  | 86%                      | 77%                       | 78%                         | 81%                     | 82%                   | 80%                    | 88%                                | 87%                   | 90%                    | 79%                 | 85%                               | 82%                                    | 80%                    | 89%                      | 83%                                  | 84%                     | 87%                    | 84%            |
| 56            | 79%                            | 70%                   | 75%                   | 72%                  | 74%                      | 71%                       | 81%                         | 75%                     | 75%                   | 67%                    | 76%                                | 81%                   | 87%                    | 77%                 | 68%                               | 86%                                    | 73%                    | 71%                      | 79%                                  | 81%                     | 79%                    | 77%            |
| 57            | 77%                            | 90%                   | 86%                   | 90%                  | 92%                      | 82%                       | 70%                         | 88%                     | 76%                   | 77%                    | 89%                                | 90%                   | 90%                    | 76%                 | 83%                               | 90%                                    | 75%                    | 86%                      | 62%                                  | 89%                     | 83%                    | 86%            |
| 58            | 82%                            | 93%                   | 75%                   | 91%                  | 88%                      | 63%                       | 76%                         | 82%                     | 82%                   | 65%                    | 82%                                | 96%                   | 95%                    | 81%                 | 88%                               | 93%                                    | 75%                    | 75%                      | 68%                                  | 83%                     | 83%                    | 85%            |
| 59            | 86%                            | 72%                   | 75%                   | 78%                  | 84%                      | 77%                       | 76%                         | 89%                     | 85%                   | 85%                    | 67%                                | 86%                   | 88%                    | 76%                 | 83%                               | 92%                                    | 79%                    | 80%                      | 78%                                  | 82%                     | 88%                    | 84%            |
| 60            | 80%                            | 78%                   | 70%                   | 77%                  | 79%                      | 78%                       | 75%                         | 73%                     | 77%                   | 71%                    | 75%                                | 81%                   | 83%                    | 80%                 | 73%                               | 83%                                    | 74%                    | 79%                      | 66%                                  | 74%                     | 80%                    | 78%            |
| 61            | 74%                            | 41%                   | 65%                   | 52%                  | 61%                      | 70%                       | 65%                         | 80%                     | 64%                   | 75%                    | 82%                                | 76%                   | 67%                    | 57%                 | 69%                               | 83%                                    | 80%                    | 68%                      | 82%                                  | 68%                     | 73%                    | 67%            |
| 62            | 85%                            | 66%                   | 56%                   | 71%                  | 74%                      | 71%                       | 63%                         | 86%                     | 74%                   | 80%                    | 75%                                | 78%                   | 80%                    | 62%                 | 80%                               | 85%                                    | 76%                    | 72%                      | 72%                                  | 76%                     | 75%                    | 76%            |
| 63            | 82%                            | 90%                   | 79%                   | 88%                  | 77%                      | 78%                       | 83%                         | 80%                     | 87%                   | 77%                    | 86%                                | 92%                   | 96%                    | 86%                 | 87%                               | 86%                                    | 79%                    | 83%                      | 70%                                  | 87%                     | 84%                    | 86%            |
| 64            | 87%                            | 92%                   | 76%                   | 92%                  | 85%                      | 76%                       | 77%                         | 87%                     | 87%                   | 81%                    | 78%                                | 91%                   | 94%                    | 86%                 | 87%                               | 90%                                    | 83%                    | 87%                      | 79%                                  | 84%                     | 87%                    | 88%            |
| 65            | 85%                            | 84%                   | 67%                   | 85%                  | 87%                      | 83%                       | 81%                         | 85%                     | 81%                   | 79%                    | 91%                                | 89%                   | 91%                    | 73%                 | 87%                               | 88%                                    | 83%                    | 90%                      | 80%                                  | 79%                     | 86%                    | 86%            |
| 66            | 87%                            | 81%                   | 72%                   | 81%                  | 80%                      | 80%                       | 72%                         | 83%                     | 81%                   | 77%                    | 90%                                | 91%                   | 90%                    | 84%                 | 85%                               | 84%                                    | 72%                    | 85%                      | 70%                                  | 84%                     | 79%                    | 83%            |
| 67            | 78%                            | 59%                   | 77%                   | 71%                  | 83%                      | 81%                       | 71%                         | 81%                     | 70%                   | 81%                    | 73%                                | 86%                   | 82%                    | 57%                 | 81%                               | 90%                                    | 79%                    | 78%                      | 83%                                  | 79%                     | 83%                    | 79%            |
| 68            | 81%                            | 95%                   | 77%                   | 95%                  | 90%                      | 80%                       | 91%                         | 84%                     | 87%                   | 81%                    | 87%                                | 93%                   | 97%                    | 89%                 | 90%                               | 89%                                    | 74%                    | 86%                      | 74%                                  | 86%                     | 85%                    | 89%            |
| 69            | 76%                            | 51%                   | 69%                   | 60%                  | 83%                      | 70%                       | 71%                         | 86%                     | 75%                   | 74%                    | 84%                                | 60%                   | 75%                    | 61%                 | 71%                               | 76%                                    | 76%                    | 67%                      | 90%                                  | 81%                     | 77%                    | 73%            |
| 70            | 74%                            | 74%                   | 77%                   | 78%                  | 73%                      | 78%                       | 72%                         | 82%                     | 79%                   | 68%                    | 73%                                | 82%                   | 85%                    | 72%                 | 77%                               | 81%                                    | 77%                    | 84%                      | 66%                                  | 74%                     | 78%                    | 79%            |
| 71            | 78%                            | 86%                   | 71%                   | 84%                  | 88%                      | 82%                       | 73%                         | 77%                     | 80%                   | 55%                    | 76%                                | 84%                   | 84%                    | 81%                 | 72%                               | 74%                                    | 71%                    | 78%                      | 79%                                  | 80%                     | 78%                    | 79%            |

| <b>Leader</b> | <b>#1. Admin Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non Participative</b> | <b>#16. Performance Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|----------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|--------------------------------|-----------------------|------------------------|---------------------|-------------------------------|------------------------------------|------------------------|--------------------------|----------------------------------|-------------------------|------------------------|----------------|
| 73            | 85%                        | 76%                   | 73%                   | 81%                  | 87%                      | 82%                       | 73%                         | 83%                     | 82%                   | 80%                    | 85%                            | 81%                   | 90%                    | 74%                 | 70%                           | 75%                                | 74%                    | 85%                      | 67%                              | 87%                     | 89%                    | 83%            |
| 74            | 77%                        | 69%                   | 71%                   | 72%                  | 81%                      | 75%                       | 62%                         | 80%                     | 77%                   | 64%                    | 66%                            | 68%                   | 77%                    | 75%                 | 59%                           | 85%                                | 74%                    | 64%                      | 74%                              | 70%                     | 70%                    | 73%            |
| 75            | 82%                        | 83%                   | 59%                   | 85%                  | 73%                      | 67%                       | 66%                         | 76%                     | 75%                   | 68%                    | 81%                            | 79%                   | 91%                    | 82%                 | 79%                           | 84%                                | 63%                    | 74%                      | 84%                              | 75%                     | 77%                    | 78%            |
| 76            | 75%                        | 89%                   | 76%                   | 88%                  | 79%                      | 84%                       | 81%                         | 83%                     | 83%                   | 71%                    | 80%                            | 89%                   | 92%                    | 77%                 | 80%                           | 94%                                | 70%                    | 71%                      | 78%                              | 79%                     | 82%                    | 84%            |
| 77            | 84%                        | 87%                   | 84%                   | 88%                  | 88%                      | 80%                       | 88%                         | 87%                     | 85%                   | 76%                    | 86%                            | 93%                   | 93%                    | 76%                 | 75%                           | 84%                                | 81%                    | 85%                      | 95%                              | 87%                     | 85%                    | 87%            |
| 78            | 75%                        | 72%                   | 71%                   | 73%                  | 84%                      | 76%                       | 68%                         | 83%                     | 72%                   | 68%                    | 77%                            | 75%                   | 78%                    | 64%                 | 77%                           | 84%                                | 80%                    | 79%                      | 80%                              | 77%                     | 84%                    | 76%            |
| 79            | 81%                        | 71%                   | 83%                   | 73%                  | 84%                      | 75%                       | 78%                         | 84%                     | 83%                   | 80%                    | 84%                            | 90%                   | 92%                    | 71%                 | 71%                           | 85%                                | 68%                    | 88%                      | 72%                              | 81%                     | 84%                    | 82%            |
| 80            | 82%                        | 76%                   | 72%                   | 79%                  | 86%                      | 85%                       | 88%                         | 89%                     | 76%                   | 79%                    | 83%                            | 90%                   | 84%                    | 77%                 | 80%                           | 88%                                | 76%                    | 70%                      | 75%                              | 80%                     | 80%                    | 82%            |
| 81            | 83%                        | 83%                   | 73%                   | 82%                  | 80%                      | 83%                       | 84%                         | 76%                     | 73%                   | 58%                    | 87%                            | 90%                   | 95%                    | 79%                 | 87%                           | 86%                                | 84%                    | 86%                      | 75%                              | 85%                     | 76%                    | 83%            |
| 82            | 80%                        | 87%                   | 79%                   | 87%                  | 77%                      | 76%                       | 84%                         | 83%                     | 81%                   | 74%                    | 81%                            | 87%                   | 89%                    | 85%                 | 85%                           | 89%                                | 83%                    | 87%                      | 74%                              | 79%                     | 77%                    | 84%            |
| 83            | 85%                        | 81%                   | 63%                   | 80%                  | 53%                      | 73%                       | 53%                         | 79%                     | 79%                   | 77%                    | 86%                            | 86%                   | 87%                    | 84%                 | 71%                           | 87%                                | 64%                    | 48%                      | 68%                              | 68%                     | 58%                    | 73%            |
| 84            | 65%                        | 58%                   | 75%                   | 59%                  | 58%                      | 75%                       | 70%                         | 75%                     | 78%                   | 88%                    | 73%                            | 76%                   | 79%                    | 70%                 | 66%                           | 82%                                | 64%                    | 84%                      | 80%                              | 61%                     | 73%                    | 71%            |
| 85            | 75%                        | 85%                   | 66%                   | 84%                  | 82%                      | 70%                       | 74%                         | 82%                     | 83%                   | 75%                    | 83%                            | 91%                   | 88%                    | 77%                 | 81%                           | 89%                                | 66%                    | 82%                      | 67%                              | 73%                     | 87%                    | 82%            |
| 86            | 79%                        | 89%                   | 72%                   | 90%                  | 83%                      | 79%                       | 75%                         | 86%                     | 86%                   | 84%                    | 84%                            | 91%                   | 90%                    | 76%                 | 80%                           | 83%                                | 86%                    | 77%                      | 94%                              | 79%                     | 88%                    | 85%            |
| 87            | 84%                        | 81%                   | 67%                   | 85%                  | 87%                      | 79%                       | 82%                         | 84%                     | 85%                   | 75%                    | 82%                            | 86%                   | 94%                    | 84%                 | 80%                           | 90%                                | 74%                    | 82%                      | 84%                              | 86%                     | 84%                    | 85%            |
| 88            | 78%                        | 67%                   | 58%                   | 72%                  | 69%                      | 61%                       | 64%                         | 71%                     | 62%                   | 67%                    | 81%                            | 80%                   | 86%                    | 82%                 | 67%                           | 75%                                | 77%                    | 56%                      | 67%                              | 63%                     | 63%                    | 72%            |
| 89            | 88%                        | 85%                   | 66%                   | 86%                  | 88%                      | 82%                       | 70%                         | 92%                     | 86%                   | 76%                    | 90%                            | 88%                   | 92%                    | 80%                 | 79%                           | 89%                                | 76%                    | 76%                      | 69%                              | 78%                     | 85%                    | 86%            |
| 90            | 65%                        | 93%                   | 78%                   | 89%                  | 85%                      | 76%                       | 73%                         | 75%                     | 71%                   | 51%                    | 77%                            | 86%                   | 93%                    | 83%                 | 86%                           | 89%                                | 68%                    | 90%                      | 61%                              | 79%                     | 85%                    | 82%            |
| 91            | 81%                        | 55%                   | 71%                   | 67%                  | 81%                      | 78%                       | 70%                         | 90%                     | 76%                   | 86%                    | 72%                            | 87%                   | 81%                    | 62%                 | 58%                           | 94%                                | 84%                    | 72%                      | 70%                              | 75%                     | 76%                    | 77%            |
| 92            | 84%                        | 58%                   | 76%                   | 66%                  | 72%                      | 72%                       | 58%                         | 80%                     | 71%                   | 69%                    | 77%                            | 76%                   | 78%                    | 66%                 | 74%                           | 85%                                | 83%                    | 77%                      | 62%                              | 71%                     | 73%                    | 74%            |
| 93            | 78%                        | 74%                   | 84%                   | 77%                  | 79%                      | 77%                       | 88%                         | 87%                     | 77%                   | 80%                    | 76%                            | 86%                   | 88%                    | 71%                 | 77%                           | 85%                                | 74%                    | 76%                      | 85%                              | 81%                     | 82%                    | 80%            |
| 94            | 88%                        | 78%                   | 68%                   | 72%                  | 65%                      | 62%                       | 74%                         | 58%                     | 68%                   | 63%                    | 82%                            | 80%                   | 80%                    | 71%                 | 71%                           | 68%                                | 66%                    | 75%                      | 72%                              | 78%                     | 74%                    | 72%            |
| 95            | 73%                        | 77%                   | 65%                   | 80%                  | 80%                      | 74%                       | 72%                         | 86%                     | 82%                   | 72%                    | 80%                            | 87%                   | 89%                    | 68%                 | 79%                           | 92%                                | 70%                    | 78%                      | 77%                              | 83%                     | 80%                    | 81%            |
| 96            | 66%                        | 52%                   | 66%                   | 62%                  | 65%                      | 59%                       | 69%                         | 80%                     | 62%                   | 75%                    | 74%                            | 69%                   | 69%                    | 57%                 | 62%                           | 76%                                | 76%                    | 59%                      | 83%                              | 61%                     | 64%                    | 65%            |

| <b>Leader</b> | <b>#1. Admin<br/>Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane<br/>Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non<br/>Participative</b> | <b>#16. Performance<br/>Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status<br/>Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|--------------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|------------------------------------|-----------------------|------------------------|---------------------|-----------------------------------|--|------------------------|--------------------------|--------------------------------------|-------------------------|------------------------|----------------|
| 98            | 81%                            | 91%                   | 64%                   | 87%                  | 86%                      | 74%                       | 79%                         | 77%                     | 86%                   | 77%                    | 86%                                | 91%                   | 93%                    | 74%                 | 82%                               | 86%                                    | 72%                    | 91%                      | 90%                                  | 86%                     | 84%                    | 85%            |
| 99            | 79%                            | 77%                   | 65%                   | 77%                  | 76%                      | 87%                       | 71%                         | 80%                     | 76%                   | 81%                    | 65%                                | 78%                   | 82%                    | 67%                 | 78%                               | 74%                                    | 63%                    | 70%                      | 66%                                  | 68%                     | 68%                    | 76%            |
| 100           | 84%                            | 85%                   | 75%                   | 88%                  | 73%                      | 71%                       | 75%                         | 84%                     | 80%                   | 69%                    | 90%                                | 90%                   | 90%                    | 85%                 | 77%                               | 88%                                    | 69%                    | 70%                      | 57%                                  | 83%                     | 74%                    | 81%            |
| 101           | 82%                            | 77%                   | 65%                   | 75%                  | 81%                      | 83%                       | 74%                         | 85%                     | 81%                   | 77%                    | 73%                                | 86%                   | 89%                    | 78%                 | 86%                               | 90%                                    | 85%                    | 77%                      | 80%                                  | 76%                     | 83%                    | 81%            |
| 102           | 78%                            | 93%                   | 71%                   | 89%                  | 85%                      | 81%                       | 84%                         | 80%                     | 83%                   | 86%                    | 87%                                | 94%                   | 97%                    | 89%                 | 88%                               | 87%                                    | 69%                    | 90%                      | 83%                                  | 85%                     | 90%                    | 88%            |
| 103           | 83%                            | 78%                   | 78%                   | 82%                  | 86%                      | 72%                       | 78%                         | 91%                     | 75%                   | 79%                    | 84%                                | 84%                   | 85%                    | 77%                 | 73%                               | 87%                                    | 82%                    | 82%                      | 88%                                  | 81%                     | 88%                    | 83%            |
| 104           | 70%                            | 72%                   | 76%                   | 73%                  | 70%                      | 74%                       | 76%                         | 77%                     | 69%                   | 79%                    | 74%                                | 81%                   | 85%                    | 72%                 | 73%                               | 89%                                    | 63%                    | 77%                      | 53%                                  | 71%                     | 76%                    | 76%            |
| 105           | 69%                            | 79%                   | 63%                   | 81%                  | 88%                      | 85%                       | 62%                         | 81%                     | 82%                   | 80%                    | 84%                                | 93%                   | 91%                    | 62%                 | 82%                               | 89%                                    | 78%                    | 89%                      | 66%                                  | 82%                     | 87%                    | 83%            |
| 106           | 87%                            | 64%                   | 80%                   | 72%                  | 83%                      | 70%                       | 74%                         | 82%                     | 75%                   | 76%                    | 78%                                | 96%                   | 86%                    | 66%                 | 73%                               | 94%                                    | 79%                    | 78%                      | 69%                                  | 79%                     | 83%                    | 80%            |
| 107           | 86%                            | 75%                   | 70%                   | 80%                  | 84%                      | 69%                       | 76%                         | 88%                     | 79%                   | 70%                    | 67%                                | 84%                   | 87%                    | 64%                 | 85%                               | 94%                                    | 77%                    | 80%                      | 86%                                  | 76%                     | 75%                    | 81%            |
| 108           | 72%                            | 76%                   | 68%                   | 77%                  | 76%                      | 71%                       | 78%                         | 83%                     | 75%                   | 72%                    | 77%                                | 84%                   | 89%                    | 75%                 | 76%                               | 85%                                    | 74%                    | 82%                      | 61%                                  | 72%                     | 77%                    | 78%            |
| 109           | 73%                            | 83%                   | 58%                   | 76%                  | 60%                      | 65%                       | 75%                         | 70%                     | 67%                   | 77%                    | 66%                                | 71%                   | 89%                    | 75%                 | 79%                               | 73%                                    | 63%                    | 61%                      | 61%                                  | 68%                     | 68%                    | 72%            |
| 110           | 82%                            | 83%                   | 61%                   | 81%                  | 65%                      | 69%                       | 60%                         | 79%                     | 74%                   | 67%                    | 70%                                | 69%                   | 82%                    | 72%                 | 78%                               | 84%                                    | 81%                    | 73%                      | 77%                                  | 75%                     | 72%                    | 75%            |
| 111           | 81%                            | 68%                   | 80%                   | 71%                  | 77%                      | 70%                       | 77%                         | 77%                     | 70%                   | 84%                    | 68%                                | 87%                   | 88%                    | 61%                 | 80%                               | 83%                                    | 67%                    | 82%                      | 64%                                  | 77%                     | 75%                    | 79%            |
| 112           | 78%                            | 84%                   | 62%                   | 85%                  | 91%                      | 79%                       | 79%                         | 82%                     | 85%                   | 73%                    | 80%                                | 87%                   | 93%                    | 79%                 | 83%                               | 85%                                    | 78%                    | 89%                      | 73%                                  | 82%                     | 83%                    | 85%            |
| 113           | 79%                            | 68%                   | 65%                   | 72%                  | 71%                      | 78%                       | 86%                         | 87%                     | 79%                   | 78%                    | 92%                                | 86%                   | 84%                    | 65%                 | 80%                               | 90%                                    | 75%                    | 83%                      | 83%                                  | 79%                     | 79%                    | 80%            |
| 114           | 83%                            | 76%                   | 86%                   | 76%                  | 78%                      | 81%                       | 80%                         | 89%                     | 78%                   | 84%                    | 84%                                | 87%                   | 88%                    | 64%                 | 69%                               | 87%                                    | 78%                    | 84%                      | 80%                                  | 82%                     | 77%                    | 81%            |
| 115           | 67%                            | 88%                   | 84%                   | 86%                  | 69%                      | 72%                       | 80%                         | 85%                     | 68%                   | 80%                    | 78%                                | 84%                   | 93%                    | 89%                 | 84%                               | 80%                                    | 77%                    | 84%                      | 86%                                  | 76%                     | 74%                    | 81%            |
| 116           | 80%                            | 75%                   | 80%                   | 79%                  | 81%                      | 80%                       | 74%                         | 81%                     | 77%                   | 75%                    | 86%                                | 90%                   | 85%                    | 76%                 | 76%                               | 89%                                    | 73%                    | 77%                      | 71%                                  | 82%                     | 77%                    | 80%            |
| 117           | 74%                            | 89%                   | 77%                   | 86%                  | 83%                      | 64%                       | 74%                         | 76%                     | 82%                   | 69%                    | 83%                                | 82%                   | 91%                    | 78%                 | 89%                               | 84%                                    | 66%                    | 87%                      | 60%                                  | 85%                     | 83%                    | 83%            |
| 118           | 79%                            | 90%                   | 67%                   | 89%                  | 88%                      | 71%                       | 72%                         | 89%                     | 86%                   | 80%                    | 87%                                | 79%                   | 88%                    | 68%                 | 68%                               | 88%                                    | 79%                    | 84%                      | 81%                                  | 86%                     | 87%                    | 83%            |
| 119           | 75%                            | 68%                   | 90%                   | 70%                  | 79%                      | 71%                       | 70%                         | 78%                     | 69%                   | 70%                    | 76%                                | 76%                   | 82%                    | 51%                 | 70%                               | 85%                                    | 81%                    | 72%                      | 62%                                  | 76%                     | 77%                    | 74%            |
| 120           | 79%                            | 85%                   | 59%                   | 84%                  | 88%                      | 80%                       | 69%                         | 88%                     | 81%                   | 78%                    | 79%                                | 94%                   | 92%                    | 82%                 | 87%                               | 96%                                    | 78%                    | 87%                      | 79%                                  | 86%                     | 82%                    | 86%            |
| 121           | 77%                            | 84%                   | 69%                   | 81%                  | 73%                      | 69%                       | 59%                         | 77%                     | 70%                   | 75%                    | 75%                                | 87%                   | 91%                    | 87%                 | 74%                               | 78%                                    | 77%                    | 75%                      | 85%                                  | 79%                     | 78%                    | 80%            |

| <b>Leader</b> | <b>#1. Admin<br/>Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane<br/>Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non<br/>Participative</b> | <b>#16. Performance<br/>Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status<br/>Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|--------------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|------------------------------------|-----------------------|------------------------|---------------------|-----------------------------------|--|------------------------|--------------------------|--------------------------------------|-------------------------|------------------------|----------------|
| 123           | 78%                            | 81%                   | 79%                   | 76%                  | 78%                      | 70%                       | 78%                         | 77%                     | 82%                   | 73%                    | 87%                                | 93%                   | 92%                    | 88%                 | 81%                               | 76%                                    | 77%                    | 91%                      | 79%                                  | 82%                     | 77%                    | 82%            |
| 124           | 82%                            | 88%                   | 64%                   | 88%                  | 80%                      | 72%                       | 73%                         | 84%                     | 81%                   | 67%                    | 81%                                | 87%                   | 93%                    | 70%                 | 75%                               | 81%                                    | 74%                    | 85%                      | 88%                                  | 76%                     | 88%                    | 83%            |
| 125           | 84%                            | 76%                   | 83%                   | 80%                  | 83%                      | 70%                       | 70%                         | 87%                     | 85%                   | 77%                    | 83%                                | 91%                   | 89%                    | 67%                 | 78%                               | 86%                                    | 83%                    | 86%                      | 77%                                  | 85%                     | 81%                    | 83%            |
| 126           | 85%                            | 55%                   | 63%                   | 64%                  | 83%                      | 78%                       | 77%                         | 74%                     | 78%                   | 89%                    | 82%                                | 90%                   | 86%                    | 74%                 | 69%                               | 85%                                    | 68%                    | 79%                      | 69%                                  | 80%                     | 89%                    | 80%            |
| 127           | 88%                            | 84%                   | 74%                   | 84%                  | 80%                      | 75%                       | 77%                         | 81%                     | 83%                   | 82%                    | 76%                                | 84%                   | 90%                    | 80%                 | 78%                               | 83%                                    | 75%                    | 81%                      | 72%                                  | 84%                     | 84%                    | 82%            |
| 128           | 84%                            | 82%                   | 65%                   | 84%                  | 86%                      | 80%                       | 84%                         | 83%                     | 80%                   | 83%                    | 72%                                | 89%                   | 91%                    | 76%                 | 81%                               | 88%                                    | 82%                    | 84%                      | 91%                                  | 80%                     | 84%                    | 85%            |
| 129           | 76%                            | 84%                   | 79%                   | 80%                  | 76%                      | 73%                       | 76%                         | 74%                     | 77%                   | 79%                    | 74%                                | 85%                   | 94%                    | 83%                 | 76%                               | 85%                                    | 79%                    | 89%                      | 75%                                  | 79%                     | 81%                    | 81%            |
| 130           | 77%                            | 58%                   | 72%                   | 70%                  | 82%                      | 79%                       | 74%                         | 89%                     | 77%                   | 69%                    | 79%                                | 84%                   | 87%                    | 75%                 | 61%                               | 82%                                    | 65%                    | 77%                      | 82%                                  | 78%                     | 79%                    | 78%            |
| 131           | 79%                            | 75%                   | 66%                   | 77%                  | 76%                      | 69%                       | 79%                         | 86%                     | 78%                   | 89%                    | 76%                                | 84%                   | 81%                    | 68%                 | 79%                               | 77%                                    | 80%                    | 80%                      | 75%                                  | 71%                     | 73%                    | 77%            |
| 132           | 67%                            | 83%                   | 64%                   | 76%                  | 71%                      | 73%                       | 78%                         | 66%                     | 74%                   | 66%                    | 65%                                | 84%                   | 87%                    | 80%                 | 88%                               | 75%                                    | 58%                    | 75%                      | 72%                                  | 73%                     | 77%                    | 75%            |
| 133           | 72%                            | 88%                   | 82%                   | 87%                  | 76%                      | 67%                       | 82%                         | 84%                     | 78%                   | 77%                    | 89%                                | 83%                   | 95%                    | 84%                 | 67%                               | 87%                                    | 76%                    | 71%                      | 79%                                  | 79%                     | 76%                    | 81%            |
| 134           | 70%                            | 81%                   | 71%                   | 77%                  | 74%                      | 78%                       | 82%                         | 71%                     | 70%                   | 74%                    | 82%                                | 74%                   | 86%                    | 72%                 | 79%                               | 85%                                    | 71%                    | 79%                      | 73%                                  | 77%                     | 74%                    | 76%            |
| 135           | 79%                            | 86%                   | 80%                   | 84%                  | 84%                      | 66%                       | 77%                         | 83%                     | 84%                   | 72%                    | 77%                                | 85%                   | 93%                    | 80%                 | 86%                               | 88%                                    | 81%                    | 82%                      | 68%                                  | 84%                     | 84%                    | 84%            |
| 136           | 79%                            | 81%                   | 74%                   | 82%                  | 88%                      | 74%                       | 77%                         | 84%                     | 77%                   | 71%                    | 81%                                | 85%                   | 85%                    | 69%                 | 83%                               | 87%                                    | 80%                    | 84%                      | 85%                                  | 81%                     | 88%                    | 82%            |
| 137           | 82%                            | 83%                   | 73%                   | 83%                  | 81%                      | 74%                       | 85%                         | 84%                     | 83%                   | 81%                    | 77%                                | 85%                   | 89%                    | 86%                 | 76%                               | 87%                                    | 76%                    | 87%                      | 67%                                  | 81%                     | 82%                    | 83%            |
| 138           | 86%                            | 64%                   | 78%                   | 69%                  | 68%                      | 74%                       | 75%                         | 83%                     | 76%                   | 79%                    | 63%                                | 83%                   | 84%                    | 62%                 | 65%                               | 93%                                    | 68%                    | 78%                      | 86%                                  | 71%                     | 80%                    | 76%            |
| 139           | 69%                            | 94%                   | 74%                   | 91%                  | 74%                      | 77%                       | 85%                         | 86%                     | 85%                   | 75%                    | 85%                                | 96%                   | 98%                    | 84%                 | 86%                               | 91%                                    | 63%                    | 84%                      | 94%                                  | 91%                     | 76%                    | 86%            |
| 140           | 72%                            | 56%                   | 80%                   | 63%                  | 73%                      | 69%                       | 78%                         | 87%                     | 76%                   | 76%                    | 66%                                | 79%                   | 81%                    | 69%                 | 70%                               | 86%                                    | 72%                    | 80%                      | 79%                                  | 76%                     | 76%                    | 74%            |
| 141           | 57%                            | 86%                   | 80%                   | 80%                  | 57%                      | 75%                       | 73%                         | 67%                     | 65%                   | 63%                    | 81%                                | 77%                   | 80%                    | 70%                 | 66%                               | 69%                                    | 76%                    | 70%                      | 77%                                  | 71%                     | 64%                    | 71%            |
| 142           | 71%                            | 82%                   | 65%                   | 80%                  | 61%                      | 62%                       | 72%                         | 75%                     | 73%                   | 73%                    | 77%                                | 80%                   | 84%                    | 68%                 | 89%                               | 76%                                    | 78%                    | 68%                      | 81%                                  | 73%                     | 69%                    | 74%            |
| 143           | 83%                            | 75%                   | 73%                   | 77%                  | 85%                      | 79%                       | 83%                         | 83%                     | 87%                   | 62%                    | 76%                                | 94%                   | 90%                    | 70%                 | 73%                               | 87%                                    | 68%                    | 84%                      | 81%                                  | 81%                     | 84%                    | 83%            |
| 144           | 83%                            | 97%                   | 56%                   | 95%                  | 90%                      | 87%                       | 86%                         | 93%                     | 86%                   | 71%                    | 73%                                | 93%                   | 96%                    | 83%                 | 82%                               | 92%                                    | 73%                    | 86%                      | 81%                                  | 88%                     | 91%                    | 89%            |
| 145           | 66%                            | 84%                   | 62%                   | 83%                  | 89%                      | 71%                       | 75%                         | 78%                     | 80%                   | 66%                    | 82%                                | 90%                   | 92%                    | 66%                 | 79%                               | 90%                                    | 73%                    | 85%                      | 71%                                  | 80%                     | 78%                    | 82%            |
| 146           | 90%                            | 81%                   | 83%                   | 86%                  | 91%                      | 79%                       | 90%                         | 87%                     | 91%                   | 83%                    | 91%                                | 95%                   | 93%                    | 81%                 | 78%                               | 95%                                    | 87%                    | 92%                      | 81%                                  | 91%                     | 92%                    | 89%            |



| <b>Leader</b> | <b>#1. Admin<br/>Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane<br/>Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non<br/>Participative</b> | <b>#16. Performance<br/>Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status<br/>Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|--------------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|------------------------------------|-----------------------|------------------------|---------------------|-----------------------------------|--|------------------------|--------------------------|--------------------------------------|-------------------------|------------------------|----------------|
| 148           | 80%                            | 83%                   | 73%                   | 82%                  | 69%                      | 76%                       | 71%                         | 81%                     | 77%                   | 79%                    | 91%                                | 93%                   | 91%                    | 78%                 | 89%                               | 87%                                    | 59%                    | 75%                      | 80%                                  | 87%                     | 74%                    | 80%            |
| 149           | 77%                            | 32%                   | 71%                   | 47%                  | 80%                      | 62%                       | 67%                         | 73%                     | 74%                   | 67%                    | 74%                                | 51%                   | 71%                    | 40%                 | 58%                               | 85%                                    | 67%                    | 69%                      | 52%                                  | 68%                     | 73%                    | 67%            |
| 150           | 71%                            | 74%                   | 75%                   | 75%                  | 67%                      | 64%                       | 75%                         | 79%                     | 76%                   | 66%                    | 81%                                | 74%                   | 80%                    | 79%                 | 76%                               | 74%                                    | 73%                    | 84%                      | 71%                                  | 71%                     | 74%                    | 74%            |
| 151           | 83%                            | 74%                   | 83%                   | 76%                  | 81%                      | 83%                       | 75%                         | 86%                     | 75%                   | 76%                    | 79%                                | 86%                   | 84%                    | 74%                 | 86%                               | 86%                                    | 73%                    | 83%                      | 82%                                  | 81%                     | 82%                    | 81%            |
| 152           | 77%                            | 77%                   | 70%                   | 82%                  | 93%                      | 83%                       | 67%                         | 86%                     | 86%                   | 71%                    | 68%                                | 93%                   | 88%                    | 64%                 | 81%                               | 94%                                    | 73%                    | 85%                      | 67%                                  | 84%                     | 85%                    | 83%            |
| 153           | 75%                            | 77%                   | 78%                   | 77%                  | 75%                      | 84%                       | 71%                         | 80%                     | 82%                   | 71%                    | 79%                                | 77%                   | 87%                    | 78%                 | 74%                               | 79%                                    | 67%                    | 77%                      | 91%                                  | 81%                     | 81%                    | 78%            |
| 154           | 86%                            | 87%                   | 76%                   | 86%                  | 76%                      | 75%                       | 81%                         | 79%                     | 83%                   | 80%                    | 85%                                | 89%                   | 91%                    | 87%                 | 90%                               | 76%                                    | 83%                    | 84%                      | 89%                                  | 83%                     | 78%                    | 83%            |
| 155           | 88%                            | 79%                   | 75%                   | 82%                  | 86%                      | 85%                       | 67%                         | 90%                     | 86%                   | 85%                    | 80%                                | 89%                   | 92%                    | 74%                 | 72%                               | 92%                                    | 69%                    | 86%                      | 84%                                  | 88%                     | 85%                    | 86%            |
| 156           | 70%                            | 80%                   | 77%                   | 78%                  | 63%                      | 71%                       | 64%                         | 76%                     | 71%                   | 62%                    | 84%                                | 85%                   | 87%                    | 86%                 | 76%                               | 74%                                    | 62%                    | 71%                      | 81%                                  | 75%                     | 66%                    | 74%            |
| 157           | 77%                            | 60%                   | 67%                   | 64%                  | 70%                      | 67%                       | 65%                         | 76%                     | 68%                   | 69%                    | 57%                                | 67%                   | 70%                    | 68%                 | 73%                               | 71%                                    | 62%                    | 71%                      | 72%                                  | 62%                     | 75%                    | 69%            |
| 158           | 82%                            | 85%                   | 69%                   | 86%                  | 80%                      | 76%                       | 76%                         | 76%                     | 79%                   | 82%                    | 84%                                | 89%                   | 93%                    | 71%                 | 78%                               | 88%                                    | 74%                    | 83%                      | 64%                                  | 82%                     | 78%                    | 82%            |
| 159           | 79%                            | 86%                   | 69%                   | 88%                  | 86%                      | 78%                       | 72%                         | 90%                     | 85%                   | 72%                    | 65%                                | 91%                   | 89%                    | 77%                 | 88%                               | 92%                                    | 75%                    | 86%                      | 82%                                  | 79%                     | 81%                    | 85%            |
| 160           | 84%                            | 71%                   | 60%                   | 76%                  | 77%                      | 78%                       | 71%                         | 78%                     | 80%                   | 65%                    | 84%                                | 90%                   | 87%                    | 85%                 | 65%                               | 83%                                    | 67%                    | 76%                      | 64%                                  | 75%                     | 75%                    | 78%            |
| 161           | 78%                            | 73%                   | 71%                   | 73%                  | 75%                      | 74%                       | 86%                         | 82%                     | 79%                   | 73%                    | 77%                                | 88%                   | 79%                    | 69%                 | 70%                               | 88%                                    | 72%                    | 63%                      | 75%                                  | 79%                     | 82%                    | 77%            |
| 162           | 68%                            | 90%                   | 58%                   | 85%                  | 73%                      | 70%                       | 79%                         | 71%                     | 78%                   | 82%                    | 80%                                | 89%                   | 94%                    | 85%                 | 79%                               | 78%                                    | 71%                    | 84%                      | 76%                                  | 87%                     | 77%                    | 81%            |
| 163           | 69%                            | 62%                   | 62%                   | 68%                  | 71%                      | 73%                       | 63%                         | 82%                     | 69%                   | 69%                    | 77%                                | 69%                   | 74%                    | 59%                 | 60%                               | 92%                                    | 73%                    | 79%                      | 83%                                  | 68%                     | 72%                    | 72%            |
| 164           | 76%                            | 86%                   | 62%                   | 82%                  | 72%                      | 71%                       | 65%                         | 71%                     | 73%                   | 75%                    | 76%                                | 77%                   | 90%                    | 80%                 | 90%                               | 87%                                    | 77%                    | 87%                      | 80%                                  | 77%                     | 76%                    | 78%            |
| 165           | 84%                            | 90%                   | 67%                   | 87%                  | 83%                      | 74%                       | 84%                         | 85%                     | 79%                   | 77%                    | 86%                                | 82%                   | 92%                    | 82%                 | 86%                               | 90%                                    | 79%                    | 89%                      | 83%                                  | 87%                     | 82%                    | 85%            |
| 166           | 76%                            | 93%                   | 82%                   | 86%                  | 70%                      | 78%                       | 81%                         | 76%                     | 76%                   | 77%                    | 70%                                | 87%                   | 94%                    | 73%                 | 81%                               | 81%                                    | 70%                    | 79%                      | 79%                                  | 79%                     | 79%                    | 82%            |
| 167           | 83%                            | 70%                   | 66%                   | 75%                  | 71%                      | 71%                       | 72%                         | 86%                     | 74%                   | 80%                    | 72%                                | 85%                   | 88%                    | 68%                 | 69%                               | 85%                                    | 69%                    | 81%                      | 77%                                  | 72%                     | 82%                    | 78%            |
| 168           | 74%                            | 83%                   | 73%                   | 83%                  | 81%                      | 73%                       | 75%                         | 82%                     | 81%                   | 69%                    | 84%                                | 91%                   | 87%                    | 84%                 | 91%                               | 83%                                    | 79%                    | 83%                      | 77%                                  | 86%                     | 88%                    | 83%            |
| 169           | 71%                            | 85%                   | 62%                   | 80%                  | 62%                      | 65%                       | 67%                         | 73%                     | 71%                   | 67%                    | 84%                                | 85%                   | 89%                    | 85%                 | 72%                               | 79%                                    | 78%                    | 71%                      | 74%                                  | 73%                     | 71%                    | 75%            |
| 170           | 74%                            | 71%                   | 69%                   | 71%                  | 70%                      | 69%                       | 65%                         | 81%                     | 70%                   | 75%                    | 81%                                | 77%                   | 89%                    | 77%                 | 89%                               | 72%                                    | 65%                    | 71%                      | 84%                                  | 69%                     | 73%                    | 74%            |
| 171           | 78%                            | 84%                   | 68%                   | 84%                  | 79%                      | 77%                       | 70%                         | 83%                     | 82%                   | 81%                    | 82%                                | 80%                   | 87%                    | 74%                 | 81%                               | 85%                                    | 76%                    | 84%                      | 83%                                  | 80%                     | 75%                    | 81%            |

| <b>Leader</b> | <b>#1. Admin<br/>Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane<br/>Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non<br/>Participative</b> | <b>#16. Performance<br/>Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status<br/>Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|--------------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|------------------------------------|-----------------------|------------------------|---------------------|-----------------------------------|--|------------------------|--------------------------|--------------------------------------|-------------------------|------------------------|----------------|
| 173           | 72%                            | 71%                   | 69%                   | 72%                  | 63%                      | 70%                       | 57%                         | 67%                     | 70%                   | 75%                    | 71%                                | 74%                   | 73%                    | 67%                 | 66%                               | 79%                                    | 70%                    | 74%                      | 63%                                  | 69%                     | 69%                    | 70%            |
| 174           | 86%                            | 84%                   | 71%                   | 81%                  | 90%                      | 79%                       | 81%                         | 85%                     | 85%                   | 70%                    | 89%                                | 92%                   | 86%                    | 88%                 | 81%                               | 86%                                    | 80%                    | 71%                      | 81%                                  | 85%                     | 85%                    | 84%            |
| 175           | 86%                            | 94%                   | 71%                   | 90%                  | 88%                      | 81%                       | 78%                         | 84%                     | 83%                   | 61%                    | 82%                                | 93%                   | 97%                    | 90%                 | 88%                               | 90%                                    | 74%                    | 85%                      | 92%                                  | 88%                     | 84%                    | 88%            |
| 176           | 69%                            | 62%                   | 70%                   | 69%                  | 64%                      | 74%                       | 60%                         | 79%                     | 70%                   | 75%                    | 78%                                | 85%                   | 80%                    | 57%                 | 62%                               | 81%                                    | 72%                    | 71%                      | 68%                                  | 77%                     | 58%                    | 70%            |
| 177           | 86%                            | 80%                   | 78%                   | 82%                  | 90%                      | 78%                       | 75%                         | 88%                     | 82%                   | 77%                    | 83%                                | 84%                   | 86%                    | 73%                 | 78%                               | 91%                                    | 76%                    | 81%                      | 76%                                  | 85%                     | 88%                    | 84%            |
| 178           | 89%                            | 84%                   | 80%                   | 85%                  | 87%                      | 79%                       | 81%                         | 86%                     | 86%                   | 72%                    | 86%                                | 92%                   | 89%                    | 86%                 | 84%                               | 87%                                    | 73%                    | 84%                      | 92%                                  | 85%                     | 89%                    | 86%            |
| 179           | 88%                            | 87%                   | 77%                   | 91%                  | 91%                      | 80%                       | 86%                         | 90%                     | 88%                   | 78%                    | 87%                                | 95%                   | 92%                    | 83%                 | 87%                               | 85%                                    | 78%                    | 81%                      | 75%                                  | 88%                     | 91%                    | 88%            |
| 180           | 90%                            | 81%                   | 78%                   | 85%                  | 89%                      | 80%                       | 80%                         | 86%                     | 81%                   | 76%                    | 77%                                | 93%                   | 80%                    | 81%                 | 85%                               | 84%                                    | 81%                    | 81%                      | 84%                                  | 81%                     | 88%                    | 84%            |
| 181           | 83%                            | 49%                   | 60%                   | 59%                  | 69%                      | 69%                       | 64%                         | 86%                     | 72%                   | 72%                    | 80%                                | 86%                   | 75%                    | 51%                 | 69%                               | 94%                                    | 80%                    | 71%                      | 56%                                  | 80%                     | 78%                    | 74%            |
| 182           | 76%                            | 70%                   | 75%                   | 74%                  | 67%                      | 84%                       | 75%                         | 86%                     | 78%                   | 77%                    | 71%                                | 86%                   | 84%                    | 69%                 | 86%                               | 86%                                    | 78%                    | 70%                      | 61%                                  | 81%                     | 77%                    | 78%            |
| 183           | 86%                            | 90%                   | 67%                   | 89%                  | 80%                      | 69%                       | 77%                         | 82%                     | 82%                   | 75%                    | 86%                                | 93%                   | 96%                    | 75%                 | 86%                               | 90%                                    | 74%                    | 90%                      | 79%                                  | 81%                     | 83%                    | 85%            |
| 184           | 87%                            | 81%                   | 74%                   | 84%                  | 82%                      | 75%                       | 83%                         | 84%                     | 85%                   | 76%                    | 75%                                | 87%                   | 90%                    | 85%                 | 87%                               | 89%                                    | 71%                    | 87%                      | 78%                                  | 85%                     | 85%                    | 85%            |
| 185           | 73%                            | 81%                   | 75%                   | 77%                  | 73%                      | 73%                       | 70%                         | 71%                     | 80%                   | 71%                    | 85%                                | 93%                   | 84%                    | 79%                 | 79%                               | 78%                                    | 67%                    | 82%                      | 75%                                  | 79%                     | 74%                    | 79%            |
| 186           | 84%                            | 72%                   | 81%                   | 73%                  | 70%                      | 74%                       | 75%                         | 81%                     | 70%                   | 81%                    | 86%                                | 87%                   | 79%                    | 57%                 | 70%                               | 87%                                    | 60%                    | 78%                      | 59%                                  | 79%                     | 81%                    | 76%            |
| 187           | 62%                            | 69%                   | 68%                   | 71%                  | 82%                      | 70%                       | 62%                         | 79%                     | 77%                   | 78%                    | 83%                                | 79%                   | 78%                    | 61%                 | 78%                               | 83%                                    | 82%                    | 85%                      | 66%                                  | 78%                     | 75%                    | 76%            |
| 188           | 75%                            | 73%                   | 63%                   | 71%                  | 57%                      | 71%                       | 54%                         | 80%                     | 66%                   | 64%                    | 59%                                | 71%                   | 82%                    | 84%                 | 59%                               | 85%                                    | 67%                    | 75%                      | 63%                                  | 76%                     | 72%                    | 71%            |
| 189           | 66%                            | 72%                   | 76%                   | 74%                  | 66%                      | 61%                       | 69%                         | 76%                     | 76%                   | 70%                    | 70%                                | 80%                   | 84%                    | 75%                 | 67%                               | 78%                                    | 69%                    | 77%                      | 71%                                  | 70%                     | 75%                    | 74%            |
| 190           | 81%                            | 73%                   | 77%                   | 74%                  | 66%                      | 63%                       | 70%                         | 82%                     | 74%                   | 85%                    | 59%                                | 76%                   | 76%                    | 64%                 | 77%                               | 82%                                    | 73%                    | 79%                      | 78%                                  | 74%                     | 73%                    | 74%            |
| 191           | 50%                            | 82%                   | 65%                   | 79%                  | 66%                      | 74%                       | 81%                         | 81%                     | 75%                   | 78%                    | 70%                                | 67%                   | 87%                    | 75%                 | 82%                               | 85%                                    | 81%                    | 79%                      | 72%                                  | 76%                     | 70%                    | 76%            |
| 192           | 81%                            | 66%                   | 57%                   | 74%                  | 85%                      | 66%                       | 66%                         | 86%                     | 84%                   | 64%                    | 69%                                | 89%                   | 81%                    | 69%                 | 69%                               | 86%                                    | 69%                    | 71%                      | 87%                                  | 81%                     | 85%                    | 78%            |
| 193           | 58%                            | 73%                   | 78%                   | 75%                  | 73%                      | 78%                       | 77%                         | 83%                     | 73%                   | 71%                    | 80%                                | 76%                   | 85%                    | 66%                 | 82%                               | 87%                                    | 79%                    | 84%                      | 85%                                  | 77%                     | 74%                    | 78%            |
| 194           | 34%                            | 25%                   | 62%                   | 27%                  | 30%                      | 38%                       | 59%                         | 48%                     | 30%                   | 62%                    | 38%                                | 36%                   | 26%                    | 29%                 | 22%                               | 56%                                    | 61%                    | 32%                      | 36%                                  | 34%                     | 30%                    | 33%            |
| 195           | 86%                            | 87%                   | 70%                   | 88%                  | 85%                      | 70%                       | 85%                         | 87%                     | 89%                   | 81%                    | 82%                                | 94%                   | 95%                    | 73%                 | 87%                               | 94%                                    | 70%                    | 80%                      | 77%                                  | 86%                     | 88%                    | 86%            |
| 196           | 82%                            | 81%                   | 78%                   | 75%                  | 80%                      | 79%                       | 71%                         | 80%                     | 77%                   | 71%                    | 75%                                | 81%                   | 83%                    | 79%                 | 77%                               | 82%                                    | 78%                    | 77%                      | 77%                                  | 81%                     | 82%                    | 78%            |

| <b>Leader</b> | <b>#1. Admin<br/>Competent</b> | <b>#2. Autocratic</b> | <b>#3. Autonomous</b> | <b>#4. Visionary</b> | <b>#5. Inspirational</b> | <b>#6. Self Sacrifice</b> | <b>#7. Conflict Inducer</b> | <b>#8. Decisiveness</b> | <b>#9. Diplomatic</b> | <b>#10. Face Saver</b> | <b>#11. Humane<br/>Orientation</b> | <b>#12. Integrity</b> | <b>#13. Malevolent</b> | <b>#14. Modesty</b> | <b>#15. Non<br/>Participative</b> | <b>#16. Performance<br/>Orientated</b> | <b>#17. Procedural</b> | <b>#18. Self-Centred</b> | <b>#19. Status<br/>Consciousness</b> | <b>Team Orientation</b> | <b>#21. Integrator</b> | <b>Average</b> |
|---------------|--------------------------------|-----------------------|-----------------------|----------------------|--------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|------------------------|------------------------------------|-----------------------|------------------------|---------------------|-----------------------------------|--|------------------------|--------------------------|--------------------------------------|-------------------------|------------------------|----------------|
| <b>Mean</b>   | <b>79%</b>                     | <b>77%</b>            | <b>71%</b>            | <b>79%</b>           | <b>77%</b>               | <b>74%</b>                | <b>74%</b>                  | <b>81%</b>              | <b>78%</b>            | <b>74%</b>             | <b>78%</b>                         | <b>84%</b>            | <b>87%</b>             | <b>75%</b>          | <b>77%</b>                        | <b>84%</b>                             | <b>74%</b>             | <b>79%</b>               | <b>76%</b>                           | <b>79%</b>              | <b>79%</b>             | <b>79%</b>     |
| <b>S.Dev</b>  | <b>0.08</b>                    | <b>0.12</b>           | <b>0.07</b>           | <b>0.09</b>          | <b>0.09</b>              | <b>0.07</b>               | <b>0.08</b>                 | <b>0.06</b>             | <b>0.07</b>           | <b>0.07</b>            | <b>0.08</b>                        | <b>0.08</b>           | <b>0.07</b>            | <b>0.09</b>         | <b>0.09</b>                       | <b>0.06</b>                            | <b>0.06</b>            | <b>0.08</b>              | <b>0.09</b>                          | <b>0.07</b>             | <b>0.07</b>            | <b>0.06</b>    |

**Appendix Y – Ranked differences scores for all items**

## Appendix Z - Leadership Fit Report – Satisfaction Survey

A recent survey was conducted to measure the value the leaders have placed upon the Leadership Fit Report and to understand if it has helped them determine their developmental areas. Responses were received back from 142 leaders (72%) and their responses were:-

| <b>Question</b>   | <b>Average Response</b>  |
|---|--|
| <i>Q1. How clearly do you understand the principle the Leadership Fit Report was aiming to achieve?</i> | <i>Average 3.92 out of 5.0</i>   |
| <i>Q2. How easily were your leadership development areas highlighted?</i>                               | <i>Average 4.1 out of 5.0</i>  |
| <i>Q3. What was the most helpful part of the report?</i>  | <ul style="list-style-type: none"> <li>- <i>Big Gaps and Small Gaps – 61%</i></li> <li>- <i>Variations in follower scores for desired values – 22%</i></li> <li>- <i>All the data/graphs/detail – 10%</i></li> <li>- <i>Others – 7%</i></li> </ul> |
| <i>Q4. If you have participated in a 360 degree feedback process, which was more</i>                    | <i>82 replied “yes” of which 74 said Leadership Fit was more helpful</i>   |

|   |   |
|---|---|
| <i>informative and helpful?</i>   | .   |
| <i>Q5. Would you like to participate in a leadership fit follow-up report</i> | <i>117 responded "yes"<br/>12 responded "yes, but not now"<br/>13 responded "no" or omitted to answer</i> |

Space was available for additional comments, some of which were:-

*"The volume of data is fantastic and reported similar issues to my 360 degree feedback process"*

*"I am more comfortable with these numbers than descriptive comments which I got in my 360 feedback."*

*"Very easy to understand – very informative – very helpful"*

*"I understand where the questions came from and why we had to use them, but I think the questions should be more geared to us, not Wharton"*

*"I want all my direct reports to complete this process too"*

*"I carry the report everywhere I go to remind myself what I need to work on"*

*"It's too much for me. Just give me the page with my gaps, that's all I want to know"*

*"I had doubts about this report because at the moment we are into measurement overload. I almost pulled out, but I'm glad I didn't – very helpful and a nice job"*

*"It's not just the report I appreciated. I like the fact I can now discuss this with somebody who is independent and totally impartial. I have my challenges ahead, but at least you don't know any of my team – that helps."*

*"I wish there was a factor called "Emotional Intelligence" too."*

## Appendix AA – Speech for Leadership Development.

### Finance Forum – Module II

Note: This text has been used in the previous Mpls sessions, we've personalised certain sections, denoted by blue text for this group (Mpls: 14-17 October)

**Summary leadership messages:** (Delivered by a Senior Finance person)

#### **Leadership, why is it important?**

We are all aware that Leadership is the foundation of Cargill's 3 Pillars, as well as part of our Vision. In some areas Cargill needs to change in order to achieve these goals. The 3 Pillars represent where our focus will be relative to these changes. It will be through effective leadership from you and many others that will help us achieve our goals.

We view you as leaders, otherwise you wouldn't have been invited to attend these forums. As a leader, we expect you to take control of your own development, linking themes and plans to individual – team – function - BU and company objectives and goals. This too is part of successful leadership.

I do not believe one leadership model fits all leaders, especially for all the different teams we have in Cargill. Leadership is situational and it requires you to make decisions regarding how you lead and what emphasis you place on certain factors, e.g. the extent to which you use conflict to create change, or communication skills due to the multi-cultural team you lead.

That said, I believe there are some aspects of leadership that are core, regardless of the function we are employed in. You will find these on your Leadership Fit report and they are fundamental parts of the 3 Pillars plus our Vision, Mission and Values statements.

They are:

*Integrity, being honest, just, sincere and trustworthy*

*High Performance Orientation, through the setting of aggressive, measurable goals and by seeking Collaboration*

For most of you it has been at least 12 months since you went through the Leadership Fit Report. Although positive change in perception do not necessarily occur overnight, whereas as negative change in perception can; **I am informed that from the 11 participants of the 'Follow-up' - 1 of this group has significantly improved overall, 7 have remained almost static, unfortunately, 3 have slipped back.**

We are defining “significance” as +/- 20% change overall or +/-5% change for an individual category.

There are two parts to what I want to cover today. The first is to explore the three core elements, identified above. The second part is to look at what I refer to as **leadership differentiators**. From your report I am referring to categories 4 and 5 – Visionary and Inspirational. So, let's cover the core parts.

### **Integrity.**

More than 2500 Cargill employees globally have participated in the Leadership Fit Questionnaires and provided valuable feedback for our leaders. This feedback was not just from your direct reports, teams, respective BU's, but includes others in businesses as well. The number one characteristic people want from a leader, irrespective of BU or function, is **Integrity**. I believe people are looking to you not only to follow our guiding principles, but also showing by your actions that you “*do what you say you will do*”. Remember it is at the core of our function's Mission, Vision and Values.

Trust is at the foundation of any relationship and is required to engage our teams. I cannot see how any of you will be effective as leaders if this core ingredient is not present. Take a moment to see in which direction your scores have changed.

**Integrity group results:** All 11 remain stable. 1 has a 'fit' below the Cargill average

### **Performance Orientation.**

This isn't just about better results, “High Performance comes when everyone says, ‘I am responsible’” [Greg Page – Cargill News International – Performance]. It was by design that the High Performance pillar is first.

Again, from the 2,500+ people who participated in this survey, they want a leader who is highly performance-oriented (it's the second highest category). This does not just mean manufacturing or processing excellence. The key messages for the High Performance pillar are: -

- Noticeably better people



- ❑ Noticeably better offerings
- ❑ Noticeably better processes and collaboration
- ❑ Noticeably better results

You are all leaders within the finance function. We as a function must make every effort to contribute to making Cargill a high performing company by striving for high performance as leaders. Our competition never sleeps, so we must always strive to improve.

**Performance Orientation group results:** 1 significant move up. 10 remain stable. 3 results are below the Cargill average

### **Collaborative Team Orientation**

Very few, if any, companies could compete with Cargill when we combine our global capabilities to serve our customers. We must collaborate with our function and across our businesses in order for this to happen.

When we analysed the scores question by question, *collaboration* was the fourth highest score regarding what people want from their leaders.

Our profession rests between our functional responsibilities and our business relationships. Being collaborative does not mean we stop doing our jobs in order to work with others, but it does mean we take time to share what we have learned and look for opportunities to strengthen Cargill's global capabilities to serve our customers or make us more efficient. Without collaboration, we cannot perform effectively within the other two areas.

I have been asked to represent the function and we believe these three characteristics are vital for leadership success. Can I encourage you to look at your results and if necessary ask yourself some searching and challenging questions. How has perception changed in the last 12 months!?

**Collaborative group results:** 1 significant move up and 2 significant move down. 8 remain stable. 1 result is below the Cargill average.

Organisation Effectiveness (OE) has already informed me that our highest **fit** scores as a function are in the areas of *integrity* and *performance orientation*. Here are the top 10 questions based on **fit**: -

1. Honesty
2. Trustworthy
3. Logical
4. Ambitious
5. Performance Orientated
6. Informed
7. Excellence Orientated
8. Sincere
9. Improvement Orientated
10. Just

What are your reactions to this list?

I was very encouraged and I believe that other organisations would be envious of it. However, I see that collaboration is not part of our highest scores; it currently lies at position 40 out of a possible 112. This is something we must improve.

Let me remind and challenge you on the average **Fit's** (Cargill overall) for these three factors:-

*Integrity – 85%*

*Performance Orientation – 85%*

*Collaborative Team Orientation – 79%*

Can I strongly encourage you to consider working on these areas if your scores are significantly lower than these averages. Remember, these are at the core of our Leadership. Lower scores will limit your effectiveness and could limit your growth potential in Cargill.

The second part of what I would like to cover are those **leadership differentiators** that I referred to in my opening remarks.

### **Visionary & Inspirational**

OE recently facilitated a leadership event for the Corporate Centre in Minneapolis. This confirmed what we have long believed: whilst all good leaders display integrity, are performance oriented and focus on building collaborative teams, there are other factors which differentiate the very best leaders: **inspiring and visioning**.

A vision is not a snappy tag-line prepared by executives to describe an organisation's future. It portrays the intended direction in an exciting way - it is a compelling story with credible events and people. It adds meaning to people's lives by appealing to their values. It is often challenging and not easy to accomplish. It energises people into action.

***Visionary group results:*** 3 significant move down. 8 remain stable.

Inspiring others relies on more than charismatic oratory skills. Typically, this type of approach will inspire some followers for a short time. Sustained engagement can only come through modesty and unrelenting will, where the leader's compelling modesty is their most noticeable characteristic. “*Looking out of the window*” to attribute success and “*in the mirror*” to apportion responsibility wins respect and engages followers time after time.

***Inspirational group results:*** 11 remain stable.

Today, Martin will be spending time so that you can reflect on your scores, but also consider new techniques to improve your ability to motivate and inspire.

### **In Summary,**

**The minimum we expect from you is that what you learn from this week you incorporate into your own development plan & discuss this with your manager. This is something that they must take full ownership. [NOTE: Bob – could ask how many of the group have a written development plan]**

I accept that leadership is not always easy and changing your style can be painful. If you know change is required, please work at it hard – it won't change by doing nothing or by only completing the minimum. These Forums and your position as a Finance 'Leader' are not a right of passage, but earned through continuous improvement. Well done to those who have already started that improvement.

I hope over the next 12 months you become the leader your team and you want to be.

Thank You.

## Appendix AB – Mean Raw Values based on the GLOBE structure

### Mean Raw Value Scores

|             | 01 Admin<br>Competent |             | 02 Autocratic |             | 03<br>Autonomous |             | 04 Charis I -<br>Visionary |             | 05 Charis II -<br>Inspirational |             | 06 Charis III -<br>Self Sacrifice |             | 07 Conflict<br>Inducer |  |
|-------------|-----------------------|-------------|---------------|-------------|------------------|-------------|----------------------------|-------------|---------------------------------|-------------|-----------------------------------|-------------|------------------------|--|
| Philippines | 6.179                 | Germany     | 1.581         | Brazil      | 3.233            | Venezuela   | 6.437                      | Turkey      | 6.487                           | India       | 5.659                             | GB          | 3.041                  |  |
| Russia      | 5.975                 | Australia   | 1.675         | Canada      | 3.280            | Turkey      | 6.433                      | Malaysia    | 6.434                           | Argentina   | 5.543                             | Australia   | 3.050                  |  |
| Turkey      | 5.973                 | America     | 1.808         | Poland      | 3.384            | Philippines | 6.427                      | Philippines | 6.423                           | Malaysia    | 5.389                             | Canada      | 3.141                  |  |
| Mexico      | 5.912                 | Canada      | 1.838         | Switzerland | 3.619            | Argentina   | 6.401                      | Argentina   | 6.422                           | Brazil      | 5.285                             | America     | 3.175                  |  |
| India       | 5.869                 | Netherlands | 1.905         | Philippines | 3.660            | India       | 6.331                      | India       | 6.392                           | Singapore   | 5.273                             | Switzerland | 3.365                  |  |
| Malaysia    | 5.840                 | Argentina   | 1.938         | India       | 3.739            | Spain       | 6.328                      | Venezuela   | 6.375                           | Switzerland | 5.206                             | Netherlands | 3.416                  |  |
| Venezuela   | 5.833                 | Turkey      | 1.986         | Turkey      | 3.755            | France      | 6.319                      | Australia   | 6.306                           | GB          | 5.182                             | Singapore   | 3.532                  |  |
| Indonesia   | 5.825                 | Spain       | 2.025         | America     | 3.821            | Mexico      | 6.317                      | France      | 6.275                           | Philippines | 5.154                             | Malaysia    | 3.602                  |  |
| China       | 5.798                 | Switzerland | 2.032         | Spain       | 3.850            | Malaysia    | 6.306                      | Brazil      | 6.273                           | France      | 5.105                             | Japan       | 3.624                  |  |
| France      | 5.778                 | Japan       | 2.050         | France      | 3.898            | Russia      | 6.274                      | America     | 6.272                           | America     | 5.077                             | Germany     | 3.644                  |  |
| Germany     | 5.756                 | GB          | 2.068         | Indonesia   | 4.038            | China       | 6.259                      | GB          | 6.251                           | China       | 5.032                             | Brazil      | 3.726                  |  |
| Spain       | 5.700                 | Russia      | 2.150         | Germany     | 4.039            | Canada      | 6.242                      | Singapore   | 6.245                           | Venezuela   | 5.016                             | Poland      | 3.829                  |  |
| Poland      | 5.628                 | France      | 2.225         | Venezuela   | 4.048            | Australia   | 6.217                      | Canada      | 6.227                           | Netherlands | 4.935                             | Russia      | 3.844                  |  |
| Australia   | 5.513                 | Brazil      | 2.236         | Australia   | 4.100            | Netherlands | 6.206                      | Mexico      | 6.221                           | Spain       | 4.933                             | Philippines | 3.897                  |  |
| Singapore   | 5.490                 | Philippines | 2.308         | Russia      | 4.117            | Japan       | 6.180                      | Spain       | 6.219                           | Japan       | 4.922                             | Argentina   | 3.961                  |  |
| Switzerland | 5.458                 | Venezuela   | 2.310         | Singapore   | 4.128            | Brazil      | 6.159                      | Switzerland | 6.176                           | Indonesia   | 4.883                             | France      | 3.963                  |  |
| Canada      | 5.409                 | Singapore   | 2.350         | Malaysia    | 4.139            | Switzerland | 6.159                      | Germany     | 6.153                           | Turkey      | 4.844                             | Turkey      | 3.979                  |  |
| America     | 5.407                 | Malaysia    | 2.407         | GB          | 4.171            | Singapore   | 6.145                      | China       | 6.137                           | Australia   | 4.833                             | India       | 4.023                  |  |
| Brazil      | 5.400                 | Poland      | 2.602         | Netherlands | 4.318            | America     | 6.143                      | Netherlands | 6.133                           | Germany     | 4.830                             | Spain       | 4.117                  |  |
| Netherlands | 5.396                 | Mexico      | 2.608         | Japan       | 4.343            | Germany     | 6.111                      | Japan       | 6.108                           | Canada      | 4.828                             | Venezuela   | 4.183                  |  |
| Japan       | 5.378                 | India       | 2.750         | China       | 4.440            | GB          | 6.066                      | Indonesia   | 6.088                           | Mexico      | 4.814                             | Mexico      | 4.245                  |  |
| Argentina   | 5.331                 | Indonesia   | 2.808         | Mexico      | 4.456            | Indonesia   | 6.050                      | Russia      | 6.088                           | Russia      | 4.233                             | China       | 4.556                  |  |
| GB          | 5.103                 | China       | 3.333         | Argentina   | 4.663            | Poland      | 6.003                      | Poland      | 5.811                           | Poland      | 4.179                             | Indonesia   | 4.783                  |  |

### Mean Raw Value Scores

| 08 Decisiveness |       | 09 Diplomatic |       | 10 Face Saver |       | 11 Humane   |       | 12 Integrity |       | 13 Malevolent |       | 14 Modesty  |       |
|-----------------|-------|---------------|-------|---------------|-------|-------------|-------|--------------|-------|---------------|-------|-------------|-------|
| Argentina       | 6.285 | Brazil        | 5.886 | Argentina     | 1.837 | Indonesia   | 5.375 | Argentina    | 6.738 | Argentina     | 1.432 | Philippines | 5.801 |
| Malaysia        | 6.236 | France        | 5.711 | Russia        | 2.022 | China       | 5.333 | Malaysia     | 6.708 | Spain         | 1.444 | Malaysia    | 5.757 |
| Philippines     | 6.192 | Turkey        | 5.711 | Switzerland   | 2.111 | America     | 5.333 | America      | 6.659 | Germany       | 1.484 | Australia   | 5.538 |
| India           | 6.188 | Singapore     | 5.683 | Poland        | 2.163 | Philippines | 5.308 | Philippines  | 6.654 | America       | 1.489 | Indonesia   | 5.513 |
| Venezuela       | 6.173 | Malaysia      | 5.683 | Spain         | 2.167 | Singapore   | 5.299 | Brazil       | 6.650 | Mexico        | 1.507 | China       | 5.512 |
| France          | 6.125 | Indonesia     | 5.680 | Germany       | 2.170 | Canada      | 5.288 | Mexico       | 6.640 | Australia     | 1.533 | Singapore   | 5.490 |
| Mexico          | 6.059 | Argentina     | 5.660 | Australia     | 2.183 | Malaysia    | 5.250 | Turkey       | 6.633 | Brazil        | 1.540 | India       | 5.477 |
| Australia       | 6.050 | Russia        | 5.647 | France        | 2.210 | Australia   | 5.175 | India        | 6.619 | Canada        | 1.545 | Canada      | 5.455 |
| Brazil          | 6.038 | China         | 5.638 | GB            | 2.267 | India       | 5.170 | Switzerland  | 6.577 | Turkey        | 1.546 | Argentina   | 5.424 |
| Turkey          | 6.032 | India         | 5.627 | Brazil        | 2.277 | Netherlands | 5.149 | Canada       | 6.553 | Philippines   | 1.567 | America     | 5.415 |
| China           | 6.024 | Venezuela     | 5.624 | Philippines   | 2.325 | GB          | 5.119 | Australia    | 6.538 | Malaysia      | 1.568 | Japan       | 5.399 |
| Switzerland     | 6.006 | Spain         | 5.590 | Venezuela     | 2.357 | Turkey      | 5.064 | Spain        | 6.525 | Venezuela     | 1.579 | Venezuela   | 5.363 |
| Indonesia       | 5.988 | Japan         | 5.557 | Mexico        | 2.373 | Japan       | 5.048 | Venezuela    | 6.524 | Poland        | 1.580 | Turkey      | 5.356 |
| Spain           | 5.988 | Poland        | 5.493 | Netherlands   | 2.377 | France      | 5.000 | France       | 6.514 | Japan         | 1.612 | Germany     | 5.278 |
| Canada          | 5.939 | Philippines   | 5.441 | Turkey        | 2.404 | Mexico      | 4.985 | Singapore    | 6.514 | Russia        | 1.615 | Spain       | 5.250 |
| Netherlands     | 5.880 | Australia     | 5.410 | Malaysia      | 2.500 | Venezuela   | 4.869 | Germany      | 6.511 | Singapore     | 1.617 | Mexico      | 5.221 |
| Poland          | 5.854 | Netherlands   | 5.392 | America       | 2.521 | Spain       | 4.825 | Netherlands  | 6.468 | Netherlands   | 1.631 | Russia      | 5.208 |
| GB              | 5.829 | Mexico        | 5.365 | India         | 2.598 | Switzerland | 4.821 | GB           | 6.462 | France        | 1.638 | GB          | 5.141 |
| America         | 5.810 | Canada        | 5.352 | Canada        | 2.616 | Germany     | 4.800 | China        | 6.417 | Switzerland   | 1.653 | Netherlands | 5.088 |
| Singapore       | 5.722 | Switzerland   | 5.324 | Singapore     | 2.801 | Argentina   | 4.698 | Russia       | 6.417 | India         | 1.674 | Switzerland | 4.976 |
| Germany         | 5.700 | Germany       | 5.284 | China         | 2.825 | Brazil      | 4.657 | Poland       | 6.409 | GB            | 1.707 | France      | 4.954 |
| Japan           | 5.697 | GB            | 5.269 | Japan         | 3.043 | Russia      | 4.450 | Japan        | 6.324 | Indonesia     | 2.106 | Brazil      | 4.706 |
| Russia          | 5.675 | America       | 5.269 | Indonesia     | 3.217 | Poland      | 3.939 | Indonesia    | 6.300 | China         | 2.190 | Poland      | 4.579 |

## Mean Raw Value Scores

| 15 Non Participative |       | 16 Performance Orientation |       | 17 Procedural |       | 18 Self Centred |       | 19 Status Consciousness |       | 20 Team I - Collaborative |       | 21 Team II - Integrator |       |
|----------------------|-------|----------------------------|-------|---------------|-------|-----------------|-------|-------------------------|-------|---------------------------|-------|-------------------------|-------|
| France               | 1.769 | Malaysia                   | 6.741 | Poland        | 3.229 | Argentina       | 1.419 | Japan                   | 2.904 | Indonesia                 | 6.008 | Russia                  | 6.433 |
| Canada               | 1.932 | Philippines                | 6.632 | Russia        | 3.520 | Spain           | 1.500 | Canada                  | 3.182 | Brazil                    | 5.962 | Turkey                  | 6.429 |
| Germany              | 1.939 | Australia                  | 6.583 | Argentina     | 3.526 | Venezuela       | 1.619 | GB                      | 3.413 | India                     | 5.902 | Argentina               | 6.382 |
| America              | 1.966 | Mexico                     | 6.490 | Switzerland   | 3.533 | Malaysia        | 1.701 | America                 | 3.488 | Mexico                    | 5.858 | Venezuela               | 6.303 |
| Poland               | 1.994 | India                      | 6.485 | Australia     | 3.620 | Netherlands     | 1.773 | Singapore               | 3.542 | Philippines               | 5.846 | Malaysia                | 6.298 |
| Switzerland          | 2.000 | America                    | 6.484 | Germany       | 3.622 | Brazil          | 1.799 | India                   | 3.761 | Spain                     | 5.833 | Spain                   | 6.279 |
| GB                   | 2.053 | Canada                     | 6.455 | Spain         | 3.630 | Philippines     | 1.840 | Switzerland             | 3.833 | Venezuela                 | 5.825 | Mexico                  | 6.244 |
| Turkey               | 2.133 | Venezuela                  | 6.452 | GB            | 3.646 | France          | 1.852 | Philippines             | 3.872 | China                     | 5.794 | Philippines             | 6.227 |
| Philippines          | 2.205 | Brazil                     | 6.373 | France        | 3.722 | Russia          | 1.858 | Germany                 | 3.944 | Turkey                    | 5.784 | Brazil                  | 6.222 |
| Spain                | 2.238 | Argentina                  | 6.364 | Japan         | 3.819 | Mexico          | 1.875 | Poland                  | 4.000 | Malaysia                  | 5.778 | India                   | 6.221 |
| Singapore            | 2.267 | GB                         | 6.331 | Venezuela     | 3.857 | Turkey          | 1.888 | Australia               | 4.050 | France                    | 5.630 | Poland                  | 6.122 |
| Australia            | 2.275 | Germany                    | 6.304 | Singapore     | 3.881 | Canada          | 1.909 | Argentina               | 4.128 | Argentina                 | 5.566 | Netherlands             | 6.041 |
| Argentina            | 2.302 | Indonesia                  | 6.300 | Netherlands   | 3.896 | America         | 1.916 | Netherlands             | 4.130 | Japan                     | 5.562 | Singapore               | 5.960 |
| Brazil               | 2.343 | Switzerland                | 6.254 | Brazil        | 3.958 | Singapore       | 1.934 | Malaysia                | 4.139 | Singapore                 | 5.556 | Australia               | 5.900 |
| Russia               | 2.417 | Netherlands                | 6.238 | Mexico        | 3.988 | Germany         | 1.944 | France                  | 4.157 | Netherlands               | 5.545 | Indonesia               | 5.900 |
| Malaysia             | 2.417 | Turkey                     | 6.227 | America       | 3.992 | Poland          | 1.957 | Russia                  | 4.350 | Germany                   | 5.426 | GB                      | 5.897 |
| Japan                | 2.418 | Russia                     | 6.222 | Canada        | 4.133 | GB              | 2.024 | Mexico                  | 4.382 | America                   | 5.422 | America                 | 5.859 |
| Netherlands          | 2.425 | France                     | 6.198 | India         | 4.218 | India           | 2.028 | Venezuela               | 4.405 | Switzerland               | 5.389 | China                   | 5.844 |
| Indonesia            | 2.613 | Spain                      | 6.183 | Malaysia      | 4.222 | Switzerland     | 2.036 | Indonesia               | 4.475 | GB                        | 5.354 | Switzerland             | 5.793 |
| India                | 2.631 | China                      | 6.159 | Turkey        | 4.255 | Australia       | 2.050 | Turkey                  | 4.479 | Australia                 | 5.342 | Japan                   | 5.748 |
| Venezuela            | 2.679 | Singapore                  | 6.148 | Philippines   | 4.328 | Japan           | 2.154 | Spain                   | 4.625 | Canada                    | 5.308 | Canada                  | 5.723 |
| Mexico               | 2.875 | Japan                      | 5.986 | Indonesia     | 4.730 | China           | 2.500 | China                   | 4.857 | Poland                    | 5.293 | France                  | 5.582 |
| China                | 3.214 | Poland                     | 5.911 | China         | 4.743 | Indonesia       | 2.563 | Brazil                  | 4.864 | Russia                    | 5.222 | Germany                 | 5.533 |

## **Appendix AC – Characteristics of a Global Organisation**

**Appendix AD – Cargill’s Organisation Culture**



## Appendix AE – Mean Centred Principals Components for Polynomial Regression Equations

|                                    |           | Overall<br>N=933 |       | America<br>N=537 |       | Brazil<br>N=108 |       | Great Britain<br>N=136 |       | Netherlands<br>N=65 |       | Japan<br>N=87 |       |
|------------------------------------|-----------|------------------|-------|------------------|-------|-----------------|-------|------------------------|-------|---------------------|-------|---------------|-------|
|                                    |           | Mean             | SD    | Mean             | SD    | Mean            | SD    | Mean                   | SD    | Mean                | SD    | Mean          | SD    |
| <b>01 Visionary</b>                | Values    | 0.348            | 0.587 | 0.341            | 0.595 | 0.366           | 0.58  | 0.366                  | 0.598 | 0.307               | 0.553 | 0.37          | 0.567 |
|                                    | Behaviour | -0.348           | 0.853 | -0.289           | 0.767 | -0.413          | 0.775 | -0.248                 | 0.902 | -0.653              | 1.081 | -0.558        | 1.081 |
| <b>02 Organised</b>                | Values    | 0.002            | 0.811 | 0.024            | 0.799 | -0.009          | 0.802 | -0.103                 | 0.873 | -0.126              | 0.877 | 0.143         | 0.733 |
|                                    | Behaviour | -0.002           | 1.055 | 0.069            | 0.937 | -0.095          | 1.068 | -0.07                  | 1.136 | -0.234              | 1.302 | -0.049        | 1.343 |
| <b>03 Integrity</b>                | Values    | 0.298            | 0.497 | 0.32             | 0.5   | 0.254           | 0.498 | 0.315                  | 0.49  | 0.12                | 0.533 | 0.32          | 0.441 |
|                                    | Behaviour | -0.298           | 0.973 | -0.226           | 0.91  | -0.414          | 0.938 | -0.204                 | 0.968 | -0.449              | 0.997 | -0.631        | 1.269 |
| <b>04 Perform Orientation</b>      | Values    | 0.191            | 0.593 | 0.185            | 0.606 | 0.093           | 0.595 | 0.264                  | 0.561 | 0.185               | 0.644 | 0.238         | 0.513 |
|                                    | Behaviour | -0.191           | 0.851 | -0.168           | 0.803 | -0.261          | 0.846 | -0.091                 | 0.881 | -0.411              | 0.968 | -0.236        | 0.976 |
| <b>05 Autocratic</b>               | Values    | -0.275           | 0.814 | -0.316           | 0.812 | -0.233          | 0.715 | -0.272                 | 0.825 | 0.009               | 0.949 | -0.288        | 0.795 |
|                                    | Behaviour | 0.275            | 1.314 | 0.175            | 1.229 | 0.369           | 1.267 | 0.166                  | 1.279 | 0.163               | 1.303 | 1.029         | 1.668 |
| <b>06 Normative</b>                | Values    | -0.254           | 0.791 | -0.214           | 0.777 | -0.299          | 0.894 | -0.303                 | 0.804 | -0.433              | 0.701 | -0.233        | 0.773 |
|                                    | Behaviour | 0.254            | 0.876 | 0.325            | 0.808 | 0.124           | 0.87  | 0.235                  | 0.963 | 0.017               | 1.113 | 0.186         | 0.907 |
| <b>07 Encourager</b>               | Values    | 0.538            | 0.617 | 0.522            | 0.643 | 0.551           | 0.556 | 0.552                  | 0.614 | 0.564               | 0.65  | 0.584         | 0.508 |
|                                    | Behaviour | -0.538           | 1.226 | -0.453           | 1.197 | -0.702          | 1.069 | -0.439                 | 1.176 | -0.698              | 1.359 | -0.899        | 1.459 |
| <b>08 Loner</b>                    | Values    | -0.15            | 0.783 | -0.129           | 0.769 | -0.131          | 0.808 | -0.264                 | 0.808 | -0.085              | 0.858 | -0.17         | 0.743 |
|                                    | Behaviour | 0.15             | 1.185 | 0.16             | 1.188 | 0.057           | 1.15  | 0.043                  | 1.137 | 0.228               | 1.095 | 0.309         | 1.343 |
| <b>09 Modesty</b>                  | Values    | -0.037           | 1.033 | 0.004            | 0.998 | -0.093          | 0.996 | -0.211                 | 1.113 | 0.046               | 1.011 | -0.011        | 1.167 |
|                                    | Behaviour | 0.037            | 1.354 | 0.098            | 1.306 | -0.111          | 1.436 | 0.241                  | 1.364 | -0.054              | 1.283 | -0.407        | 1.486 |
| <b>10 Unreliable/Unintelligent</b> | Values    | -0.064           | 0.568 | -0.077           | 0.563 | -0.008          | 0.548 | -0.014                 | 0.569 | -0.111              | 0.56  | -0.101        | 0.622 |
|                                    | Behaviour | 0.064            | 0.799 | 0.002            | 0.738 | 0.109           | 0.73  | -0.063                 | 0.711 | 0.145               | 0.797 | 0.527         | 1.148 |
| <b>11 Independent</b>              | Values    | -0.304           | 1.583 | -0.479           | 1.479 | -1.278          | 1.441 | -0.13                  | 1.547 | 0.793               | 1.493 | 0.893         | 1.315 |
|                                    | Behaviour | 0.304            | 1.5   | 0.285            | 1.454 | -0.616          | 1.588 | 0.282                  | 1.474 | 1.354               | 1.173 | 0.812         | 1.213 |
| <b>12 Protective/Sensitive</b>     | Values    | 0.159            | 1.082 | 0.173            | 1.059 | 0.187           | 1.044 | 0.168                  | 1.104 | 0.155               | 1.176 | 0.024         | 1.175 |
|                                    | Behaviour | -0.159           | 1.188 | -0.072           | 1.072 | -0.406          | 1.099 | -0.012                 | 1.245 | -0.037              | 1.477 | -0.706        | 1.453 |
| <b>13 Risk Averse</b>              | Values    | -0.383           | 0.955 | -0.394           | 0.948 | -0.413          | 0.917 | -0.431                 | 1.001 | -0.214              | 1.031 | -0.331        | 0.916 |
|                                    | Behaviour | 0.383            | 1.127 | 0.395            | 1.119 | 0.433           | 1.152 | 0.275                  | 1.12  | 0.386               | 1.07  | 0.412         | 1.209 |
| <b>14 Friendly/Helpful</b>         | Values    | -0.051           | 0.888 | -0.027           | 0.852 | -0.026          | 0.946 | -0.094                 | 0.957 | -0.205              | 0.817 | -0.048        | 0.976 |
|                                    | Behaviour | 0.051            | 1.187 | 0.118            | 1.166 | -0.067          | 1.104 | 0.061                  | 1.201 | 0.041               | 1.113 | -0.226        | 1.4   |
| <b>15 Micro Mgr</b>                | Values    | -0.415           | 0.771 | -0.447           | 0.742 | -0.325          | 0.997 | -0.487                 | 0.629 | -0.431              | 0.585 | -0.205        | 0.913 |
|                                    | Behaviour | 0.415            | 1.37  | 0.21             | 1.239 | 0.615           | 1.647 | 0.56                   | 1.295 | 0.631               | 1.231 | 1.047         | 1.691 |
| <b>16 Elistist/Individualistic</b> | Values    | -0.13            | 0.919 | -0.127           | 0.903 | -0.041          | 0.91  | -0.142                 | 0.976 | -0.043              | 0.956 | -0.31         | 0.905 |
|                                    | Behaviour | 0.13             | 1.145 | 0.14             | 1.107 | 0.122           | 1.144 | -0.044                 | 1.074 | 0.182               | 1.156 | 0.314         | 1.435 |
| <b>17 Socially aware</b>           | Values    | -0.222           | 1.329 | -0.164           | 1.325 | -0.257          | 1.268 | -0.309                 | 1.349 | -0.265              | 1.236 | -0.367        | 1.47  |
|                                    | Behaviour | 0.222            | 1.469 | 0.354            | 1.479 | -0.012          | 1.288 | 0.014                  | 1.466 | -0.027              | 1.382 | 0.208         | 1.616 |
| <b>18 Indirect</b>                 | Values    | -0.029           | 0.927 | 0                | 0.946 | -0.071          | 0.895 | -0.124                 | 0.978 | 0.005               | 0.889 | -0.039        | 0.789 |
|                                    | Behaviour | 0.029            | 1.264 | 0.071            | 1.248 | -0.062          | 1.283 | -0.044                 | 1.254 | 0.02                | 1.301 | 0.007         | 1.344 |
| <b>19 Team Building</b>            | Values    | 0.39             | 0.561 | 0.399            | 0.559 | 0.352           | 0.606 | 0.416                  | 0.529 | 0.28                | 0.637 | 0.42          | 0.506 |
|                                    | Behaviour | -0.39            | 0.977 | -0.329           | 0.934 | -0.534          | 0.901 | -0.291                 | 0.989 | -0.609              | 1.07  | -0.577        | 1.176 |
| <b>20 Calm</b>                     | Values    | 0.282            | 0.662 | 0.288            | 0.612 | 0.083           | 0.784 | 0.269                  | 0.637 | 0.242               | 0.598 | 0.544         | 0.787 |
|                                    | Behaviour | -0.282           | 1.171 | -0.117           | 1.114 | -0.535          | 1.115 | -0.592                 | 1.211 | -0.127              | 0.941 | -0.62         | 1.447 |
| <b>21 Motivational</b>             | Values    | 0.558            | 0.809 | 0.542            | 0.793 | 0.696           | 0.743 | 0.484                  | 0.914 | 0.457               | 0.843 | 0.672         | 0.767 |
|                                    | Behaviour | -0.558           | 1.148 | -0.465           | 1.076 | -0.739          | 1.114 | -0.519                 | 1.219 | -0.812              | 1.271 | -0.776        | 1.34  |

## Appendix AF – Raw Mean Centred Dependent Variables for Polynomial Regression Equations

|                                    | Overall |       | America |       | Brazil |       | Great Britain |       | Netherlands |       | Japan |       |
|------------------------------------|---------|-------|---------|-------|--------|-------|---------------|-------|-------------|-------|-------|-------|
|                                    | N=933   |       | N=537   |       | N=108  |       | N=136         |       | N=65        |       | N=87  |       |
|                                    | Mean    | SD    | Mean    | SD    | Mean   | SD    |               |       | Mean        | SD    | Mean  | SD    |
| <b>03 Integrity</b>                | 5.994   | 0.973 | 6.103   | 0.868 | 6.056  | 1.009 | 5.759         | 1.041 | 6.212       | 0.786 | 5.448 | 1.281 |
| <b>19 Team Building</b>            | 5.527   | 0.977 | 5.669   | 0.871 | 5.669  | 0.871 | 5.301         | 0.955 | 5.569       | 0.962 | 5.241 | 1.089 |
| <b>04 Perform Orientation</b>      | 5.959   | 0.851 | 6.111   | 0.754 | 6.023  | 0.811 | 5.84          | 0.844 | 5.8         | 0.832 | 4.894 | 1.068 |
| <b>07 Encourager</b>               | 5.288   | 1.226 | 5.409   | 1.177 | 5.327  | 1.405 | 5.054         | 1.183 | 5.513       | 0.827 | 4.686 | 1.378 |
| <b>08 Loner</b>                    | 2.281   | 1.185 | 2.181   | 1.09  | 2.299  | 1.373 | 2.527         | 1.309 | 2.164       | 1.098 | 2.582 | 1.275 |
| <b>16 Elistist/Individualistic</b> | 2.471   | 1.145 | 2.203   | 0.995 | 2.203  | 0.995 | 2.468         | 1.09  | 2.815       | 1.168 | 3.054 | 1.449 |
| <b>05 Autocratic</b>               | 2.508   | 1.314 | 2.318   | 1.221 | 2.341  | 1.314 | 2.676         | 1.351 | 2.381       | 1.141 | 2.75  | 1.621 |
| <b>15 Micro Manager</b>            | 2.546   | 1.37  | 2.341   | 1.239 | 2.341  | 1.239 | 2.691         | 1.295 | 2.762       | 1.231 | 3.178 | 1.691 |

## Appendix AG – Correlations for the Mean Centred Dependent Variables for Polynomial Regression Equations

|                                    | <b>Overall</b><br>N=933 | <b>America</b><br>N=537 | <b>Brazil</b><br>N=108 | <b>Great Britain</b><br>N=136 | <b>Netherlands</b><br>N=65 | <b>Japan</b><br>N=87 |
|------------------------------------|-------------------------|-------------------------|------------------------|-------------------------------|----------------------------|----------------------|
| <b>01 Visionary</b>                | 0.309                   | 0.326                   | 0.260                  | 0.358                         | 0.476                      | 0.138                |
| <b>02 Organised</b>                | 0.222                   | 0.246                   | 0.035                  | 0.363                         | 0.210                      | 0.094                |
| <b>03 Integrity</b>                | 0.299                   | 0.338                   | 0.302                  | 0.276                         | 0.251                      | 0.182                |
| <b>04 Perform Orientation</b>      | 0.354                   | 0.337                   | 0.274                  | 0.398                         | 0.348                      | 0.509                |
| <b>05 Autocratic</b>               | 0.188                   | 0.204                   | 0.287                  | 0.205                         | 0.168                      | 0.076                |
| <b>06 Normative</b>                | 0.417                   | 0.420                   | 0.421                  | 0.384                         | 0.311                      | 0.528                |
| <b>07 Encourager</b>               | 0.129                   | 0.125                   | 0.068                  | 0.340                         | 0.098                      | -0.020               |
| <b>08 Loner</b>                    | 0.206                   | 0.203                   | 0.117                  | 0.358                         | -0.103                     | 0.316                |
| <b>09 Modesty</b>                  | 0.307                   | 0.275                   | 0.331                  | 0.416                         | 0.414                      | 0.283                |
| <b>10 Unreliable/Unintelligent</b> | 0.149                   | 0.149                   | 0.321                  | 0.268                         | 0.399                      | -0.133               |
| <b>11 Independent</b>              | 0.436                   | 0.389                   | 0.287                  | 0.417                         | 0.457                      | 0.296                |
| <b>12 Protective/Sensitive</b>     | 0.269                   | 0.193                   | 0.203                  | 0.314                         | 0.500                      | 0.405                |
| <b>13 Risk Averse</b>              | 0.297                   | 0.323                   | 0.368                  | 0.283                         | 0.244                      | 0.119                |
| <b>14 Friendly/Helpful</b>         | 0.252                   | 0.244                   | 0.269                  | 0.265                         | 0.318                      | 0.230                |
| <b>15 Micro Manager</b>            | 0.090                   | 0.092                   | 0.031                  | 0.062                         | 0.040                      | 0.105                |
| <b>16 Elistist/Individualistic</b> | 0.300                   | 0.311                   | 0.245                  | 0.449                         | 0.264                      | 0.184                |
| <b>17 Socially Aware</b>           | 0.444                   | 0.466                   | 0.377                  | 0.569                         | 0.196                      | 0.352                |
| <b>18 Indirect</b>                 | 0.173                   | 0.208                   | 0.249                  | 0.223                         | -0.143                     | -0.022               |
| <b>19 Team Building</b>            | 0.256                   | 0.222                   | 0.175                  | 0.469                         | 0.283                      | 0.212                |
| <b>20 Calm</b>                     | 0.073                   | 0.086                   | 0.107                  | -0.043                        | 0.262                      | 0.084                |
| <b>21 Motivational</b>             | 0.130                   | 0.164                   | 0.029                  | 0.131                         | 0.225                      | 0.042                |

## Appendix AH – Test of Hypothesis 1: Direction of significant results

| IV\DV                              | 03 Integrity |           |              |              | 19 Team Building |           |              |              | 04 Performance Orientation |           |              |              | 07 Encourager |           |              |              |
|------------------------------------|--------------|-----------|--------------|--------------|------------------|-----------|--------------|--------------|----------------------------|-----------|--------------|--------------|---------------|-----------|--------------|--------------|
|                                    | Fit Slope    | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope        | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope                  | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope     | Fit Curve | Misfit Slope | Misfit Curve |
| <b>03 Integrity</b>                |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |
| <b>19 Team Building</b>            | -            |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |
| <b>04 Performance Orientation</b>  |              |           |              |              |                  | -         |              |              |                            |           |              |              |               |           |              |              |
| <b>07 Encourager</b>               | -            |           |              |              | -                |           | +            |              | -                          |           |              |              |               |           |              |              |
| <i>20 Calm</i>                     | +            |           | +            | -            | +                |           |              | -            | +                          |           |              |              | +             |           |              | -            |
| <i>01 Visionary</i>                | -            |           |              | -            | -                |           |              |              | -                          |           |              |              |               |           |              | -            |
| <i>21 Motivational</i>             |              |           |              | -            |                  |           |              | -            |                            |           |              |              |               |           |              | -            |
| <i>02 Organised</i>                |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |
| <i>09 Modesty</i>                  | +            |           |              |              | +                |           |              |              |                            |           | +            |              | +             |           |              |              |
| <i>12 Protective/Sensitive</i>     |              | -         |              |              |                  | -         |              |              |                            | -         |              | -            |               | -         |              | -            |
| <i>06 Normative</i>                |              | -         |              |              |                  | -         |              |              |                            |           |              |              |               |           |              |              |
| <i>14 Friendly/Helpful</i>         |              |           |              | -            |                  |           | +            | -            |                            |           |              | -            |               |           | +            | -            |
| <i>11 Independent</i>              |              | +         |              |              | -                | +         |              | -            |                            | +         | +            |              |               | +         | -            |              |
| <i>17 Socially Aware</i>           |              | +         |              |              | -                | +         |              | -            |                            | +         | +            |              |               | +         | -            |              |
| <i>13 Risk Averse</i>              |              |           |              |              |                  |           |              |              |                            |           | +            |              |               |           |              |              |
| <i>10 Unreliable/Unintelligent</i> |              |           |              | -            |                  |           |              | -            |                            |           |              |              |               |           |              | -            |
| <i>18 Indirect</i>                 |              |           |              | -            |                  |           |              |              |                            |           |              |              |               |           |              | -            |
| <b>08 Loner</b>                    |              |           |              |              | +                | -         |              |              |                            |           |              |              |               |           |              |              |
| <b>16 Elitist/Individualistic</b>  |              |           |              |              |                  | -         |              |              | +                          |           |              |              |               |           |              |              |
| <b>05 Autocratic</b>               |              |           |              |              |                  | -         |              |              |                            |           |              |              |               | -         |              |              |
| <b>15 Micro Manager</b>            | -            | +         |              |              | -                | +         |              |              | -                          | +         |              |              | -             | +         | -            |              |

 Denotes support of the Hypothesis

# IV\DV

08 Loner

16  
Elitist/Individualistic

05 Autocratic

15 Micro Manager

|                             | Fit Slope | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope | Fit Curve | Misfit Slope | Misfit Curve |
|-----------------------------|-----------|-----------|--------------|--------------|-----------|-----------|--------------|--------------|-----------|-----------|--------------|--------------|-----------|-----------|--------------|--------------|
| 03 Integrity                |           |           |              |              |           |           |              |              |           |           |              |              |           |           |              |              |
| 19 Team Building            | +         |           |              |              |           |           |              |              |           | +         |              |              |           |           |              |              |
| 04 Performance Orientation  |           |           |              |              |           |           |              |              |           |           |              |              |           |           |              |              |
| 07 Encourager               |           |           |              |              |           |           |              |              |           |           |              |              |           |           |              |              |
| 20 Calm                     | -         |           |              |              | -         |           |              |              | -         |           | -            | +            | -         |           |              | +            |
| 01 Visionary                | +         |           |              |              |           |           |              | +            |           |           |              | +            | +         |           |              | +            |
| 21 Motivational             | +         |           |              | +            |           |           |              | +            |           |           |              | +            | +         |           |              | +            |
| 02 Organised                |           |           |              | +            |           |           |              |              |           |           |              |              |           |           |              |              |
| 09 Modesty                  |           |           |              |              |           |           |              |              |           |           |              | +            |           |           |              |              |
| 12 Protective/Sensitive     |           | +         |              |              |           | +         |              |              |           |           |              |              |           |           |              |              |
| 06 Normative                |           | +         |              |              |           |           |              |              |           |           |              |              |           |           |              |              |
| 14 Friendly/Helpful         |           |           |              | +            |           | +         |              | +            |           |           |              | +            |           |           | -            |              |
| 11 Independent              |           |           |              | +            |           | +         |              | +            |           |           |              | +            |           |           | -            |              |
| 17 Socially Aware           |           |           |              | +            |           |           |              |              |           |           |              |              |           |           |              |              |
| 13 Risk Averse              |           |           |              |              | +         |           |              |              |           |           |              |              |           |           |              |              |
| 10 Unreliable/Unintelligent |           |           |              | +            |           |           |              | +            |           |           |              | +            |           |           |              | +            |
| 18 Indirect                 |           |           |              | +            |           |           |              |              |           |           |              |              |           |           |              | +            |
| 08 Loner                    |           |           |              |              |           |           |              |              |           |           |              |              |           |           |              |              |
| 16 Elitist/Individualistic  |           |           |              |              |           |           |              |              |           |           |              | +            |           |           |              | +            |
| 05 Autocratic               |           |           |              |              |           | +         |              |              |           |           |              |              |           |           |              | +            |
| 15 Micro Manager            | +         |           | +            |              | +         |           |              |              | +         |           | +            |              |           |           |              | +            |

 Denotes support of the Hypothesis

## Appendix AI – Technical explanation of analysing the results – Hypothesis 1

Appendix AI presents of the statistical output produced by SYSTAT. An additional calculation was required that was performed outside of SYSTAT. The additional calculations were produced in excel. This example illustrates how the estimated regression equation is used to calculate slope and curvature along the fit and misfit lines. Additional calculations are performed in excel with each result to determine hypothesis support. Appendix AK presents the results of all 160 tests without a dummy code for country that were produced from excel. Those that support the hypothesis are identified with a box around the results.

The additional calculations in Appendix AM are to determine the direction of the coefficients for fit slope and curve and misfit slope and curve. They are calculated as follows:-

|              |                  |
|--------------|------------------|
|              | <i>Direction</i> |
| Fit Slope    | X+Y              |
| Fit Curve    | $X^2 +XY+Y^2$    |
| Misfit Slope | X-Y              |
| Misfit Curve | $X^2 -XY+Y^2$    |

The detailed test is to assess the significant of the coefficient and to determine the direction (positive or negative) as described above. In particular the analysis was looking for results that were significant and showing directions that vary from one another, for example Japan and America having significant results, but the nature (direction) being opposite.

**Appendix AJ – Example of SYSTAT output – no dummy variables**



**Appendix AK - 160 PRE tests: no dummy variables**

**Appendix AL – Example of SYSSTAT output for one PRE – dummy variables**

## Appendix AM – Independent (IV) and Integrity (DV) – Excel’s additional calculations

### Independent (IV) and Integrity (DV)

Dep Var: F03RAWFP N: 933 Multiple R: 0.397 Squared multiple R: 0.158

Adjusted squared multiple R: 0.131 Standard error of estimate: 0.908

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 4.791       | 0.179     | 0        | .         | 26.734 | 0         |
| F11XCFP            | 0.554       | 0.112     | 0.854    | 0.031     | 4.951  | 0         |
| F11XCFV            | 0.482       | 0.097     | 0.784    | 0.037     | 4.967  | 0         |
| D1                 | 1.23        | 0.19      | 0.625    | 0.1       | 6.487  | 0         |
| D2                 | 1.196       | 0.232     | 0.393    | 0.16      | 5.152  | 0         |
| D3                 | 0.831       | 0.213     | 0.301    | 0.156     | 3.901  | 0         |
| D4                 | 0.874       | 0.297     | 0.229    | 0.154     | 2.938  | 0.003     |
| F11XCFP*F11XCFP    | 0.003       | 0.063     | 0.007    | 0.036     | 0.044  | 0.965     |
| F11XCFP*F11XCFV    | -0.173      | 0.085     | -0.472   | 0.017     | -2.044 | 0.041     |
| F11XCFV*F11XCFV    | -0.009      | 0.052     | -0.026   | 0.04      | -0.171 | 0.864     |
| D1*F11XCFP         | -0.516      | 0.117     | -0.589   | 0.053     | -4.423 | 0         |
| D1*F11XCFV         | -0.515      | 0.104     | -0.606   | 0.063     | -4.965 | 0         |
| D2*F11XCFP         | -0.751      | 0.138     | -0.442   | 0.141     | -5.424 | 0         |
| D2*F11XCFV         | -0.484      | 0.142     | -0.316   | 0.109     | -3.417 | 0.001     |
| D3*F11XCFP         | -0.631      | 0.128     | -0.369   | 0.166     | -4.932 | 0         |
| D3*F11XCFV         | -0.485      | 0.115     | -0.294   | 0.192     | -4.217 | 0         |
| D4*F11XCFP         | -0.401      | 0.177     | -0.191   | 0.132     | -2.267 | 0.024     |
| D4*F11XCFV         | -0.614      | 0.17      | -0.278   | 0.158     | -3.615 | 0         |
| D1*F11XCFP*F11XCFP | 0.023       | 0.066     | 0.049    | 0.048     | 0.348  | 0.728     |
| D1*F11XCFP*F11XCFV | 0.234       | 0.087     | 0.468    | 0.03      | 2.677  | 0.008     |
| D1*F11XCFV*F11XCFV | -0.009      | 0.055     | -0.022   | 0.05      | -0.162 | 0.871     |
| D2*F11XCFP*F11XCFP | 0.013       | 0.073     | 0.019    | 0.082     | 0.176  | 0.86      |
| D2*F11XCFP*F11XCFV | 0.143       | 0.096     | 0.178    | 0.065     | 1.491  | 0.136     |
| D2*F11XCFV*F11XCFV | -0.006      | 0.067     | -0.011   | 0.069     | -0.093 | 0.926     |
| D3*F11XCFP*F11XCFP | 0.036       | 0.072     | 0.049    | 0.101     | 0.504  | 0.614     |
| D3*F11XCFP*F11XCFV | 0.139       | 0.093     | 0.16     | 0.082     | 1.5    | 0.134     |
| D3*F11XCFV*F11XCFV | 0.052       | 0.062     | 0.074    | 0.118     | 0.829  | 0.407     |
| D4*F11XCFP*F11XCFP | 0.027       | 0.096     | 0.028    | 0.093     | 0.276  | 0.783     |
| D4*F11XCFP*F11XCFV | 0.198       | 0.128     | 0.167    | 0.079     | 1.544  | 0.123     |
| D4*F11XCFV*F11XCFV | 0.117       | 0.081     | 0.113    | 0.149     | 1.436  | 0.151     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 139.204        | 29  | 4.8         | 5.828   | 0.000 |
| Residual   | 743.764        | 903 | 0.824       |         |       |

## Appendix AM – Independent (IV) and Integrity (DV) – Excel’s additional calculations - continued

|                    | F     | R2    | Whole<br>Equation<br>P | Culture<br>Matters<br>P | Effect Size |            |            |                |          |                |
|--------------------|-------|-------|------------------------|-------------------------|-------------|------------|------------|----------------|----------|----------------|
|                    |       |       |                        |                         | Direction   | X          | Y          | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|                    | 5.722 | 0.158 | 0.000                  | 0.000                   |             |            |            |                |          |                |
| <b>JAPAN</b>       |       |       |                        |                         |             |            |            |                |          |                |
| Fit Slope          |       |       | <b>0</b>               |                         | 1.036       | 0.554 ***  | 0.482 ***  | 0.003          | -0.173 * | -0.009         |
| Fit Curve          |       |       | <b>0.035</b>           |                         | -0.179      |            |            |                |          |                |
| Misfit Slope       |       |       | 0.644                  |                         | 0.072       |            |            |                |          |                |
| Misfit Curve       |       |       | 0.283                  |                         | 0.167       |            |            |                |          |                |
| <b>USA</b>         |       |       |                        |                         |             |            |            |                |          |                |
| Fit Slope          |       |       | <b>0</b>               |                         | 0.005       | 0.038 ***  | -0.033 *** | 0.026          | 0.061 ** | -0.018         |
| Fit Curve          |       |       | <b>0.005</b>           |                         | 0.069       |            |            |                |          |                |
| Misfit Slope       |       |       | 0.995                  |                         | -0.959      |            |            |                |          |                |
| Misfit Curve       |       |       | 0.173                  |                         | -0.053      |            |            |                |          |                |
| <b>BRAZIL</b>      |       |       |                        |                         |             |            |            |                |          |                |
| Fit Slope          |       |       | <b>0</b>               |                         | -0.199      | -0.197 *** | -0.002 **  | 0.016          | -0.03    | -0.015         |
| Fit Curve          |       |       | 0.13                   |                         | -0.029      |            |            |                |          |                |
| Misfit Slope       |       |       | 0.212                  |                         | -0.195      |            |            |                |          |                |
| Misfit Curve       |       |       | 0.447                  |                         | 0.031       |            |            |                |          |                |
| <b>GB</b>          |       |       |                        |                         |             |            |            |                |          |                |
| Fit Slope          |       |       | <b>0</b>               |                         | -0.08       | -0.077 *** | -0.003 *** | 0.039          | -0.034   | 0.043          |
| Fit Curve          |       |       | <b>0.014</b>           |                         | 0.048       |            |            |                |          |                |
| Misfit Slope       |       |       | 0.434                  |                         | -0.074      |            |            |                |          |                |
| Misfit Curve       |       |       | 0.767                  |                         | 0.116       |            |            |                |          |                |
| <b>NETHERLANDS</b> |       |       |                        |                         |             |            |            |                |          |                |
| Fit Slope          |       |       | <b>0</b>               |                         | 0.021       | 0.153 *    | -0.132 *** | 0.03           | 0.025    | 0.108          |
| Fit Curve          |       |       | <b>0.004</b>           |                         | 0.163       |            |            |                |          |                |
| Misfit Slope       |       |       | 0.452                  |                         | 0.285       |            |            |                |          |                |
| Misfit Curve       |       |       | 0.822                  |                         | 0.113       |            |            |                |          |                |

\* P<.05 \*\*P<.01 \*\*\* P<0.001

## Appendix AN – Team Building (IV) and Loner (DV): No significant results

Team Building (IV) and Loner (DV)

Dep Var: F08RAWFP N: 933 Multiple R: 0.273 Squared multiple R: 0.075

Adjusted squared multiple R: 0.045 Standard error of estimate: 1.158

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 1.981       | 0.228     | 0        |           | 8.702  | 0         |
| F19XCFP            | -0.241      | 0.289     | -0.199   | 0.018     | -0.833 | 0.405     |
| F19XCFV            | 0.943       | 0.456     | 0.447    | 0.022     | 2.067  | 0.039     |
| D1                 | 0.167       | 0.241     | 0.07     | 0.101     | 0.692  | 0.489     |
| D2                 | 0.228       | 0.304     | 0.062    | 0.152     | 0.75   | 0.453     |
| D3                 | 0.621       | 0.284     | 0.185    | 0.143     | 2.184  | 0.029     |
| D4                 | -0.102      | 0.364     | -0.022   | 0.167     | -0.28  | 0.779     |
| F19XCFP*F19XCFP    | 0.173       | 0.076     | 0.325    | 0.051     | 2.28   | 0.023     |
| F19XCFP*F19XCFV    | 0.46        | 0.264     | 0.282    | 0.039     | 1.744  | 0.082     |
| F19XCFV*F19XCFV    | -0.405      | 0.472     | -0.188   | 0.021     | -0.858 | 0.391     |
| D1*F19XCFP         | 0.231       | 0.306     | 0.142    | 0.029     | 0.756  | 0.45      |
| D1*F19XCFV         | -0.797      | 0.472     | -0.314   | 0.03      | -1.69  | 0.091     |
| D2*F19XCFP         | 0.215       | 0.392     | 0.063    | 0.076     | 0.547  | 0.584     |
| D2*F19XCFV         | -0.66       | 0.547     | -0.131   | 0.088     | -1.206 | 0.228     |
| D3*F19XCFP         | 0.433       | 0.378     | 0.143    | 0.066     | 1.145  | 0.252     |
| D3*F19XCFV         | -1.069      | 0.562     | -0.225   | 0.073     | -1.903 | 0.057     |
| D4*F19XCFP         | 0.452       | 0.442     | 0.122    | 0.072     | 1.021  | 0.308     |
| D4*F19XCFV         | -0.602      | 0.633     | -0.092   | 0.109     | -0.952 | 0.341     |
| D1*F19XCFP*F19XCFP | -0.153      | 0.086     | -0.203   | 0.079     | -1.78  | 0.075     |
| D1*F19XCFP*F19XCFV | -0.468      | 0.281     | -0.213   | 0.063     | -1.668 | 0.096     |
| D1*F19XCFV*F19XCFV | 0.302       | 0.488     | 0.108    | 0.034     | 0.619  | 0.536     |
| D2*F19XCFP*F19XCFP | -0.25       | 0.15      | -0.128   | 0.173     | -1.667 | 0.096     |
| D2*F19XCFP*F19XCFV | -0.77       | 0.369     | -0.171   | 0.152     | -2.087 | 0.037     |
| D2*F19XCFV*F19XCFV | 0.47        | 0.49      | 0.133    | 0.053     | 0.958  | 0.338     |
| D3*F19XCFP*F19XCFP | -0.08       | 0.117     | -0.068   | 0.106     | -0.687 | 0.492     |
| D3*F19XCFP*F19XCFV | -0.914      | 0.401     | -0.18    | 0.164     | -2.277 | 0.023     |
| D3*F19XCFV*F19XCFV | 0.385       | 0.58      | 0.074    | 0.083     | 0.665  | 0.507     |
| D4*F19XCFP*F19XCFP | -0.049      | 0.146     | -0.029   | 0.135     | -0.335 | 0.737     |
| D4*F19XCFP*F19XCFV | -0.212      | 0.399     | -0.042   | 0.165     | -0.53  | 0.596     |
| D4*F19XCFV*F19XCFV | 0.672       | 0.513     | 0.142    | 0.088     | 1.31   | 0.191     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 97.893         | 29  | 3.376       | 2.516   | 0.000 |
| Residual   | 1211.346       | 903 | 1.341       |         |       |

## Appendix AN – Team Building (IV) and Loner (DV): No significant results - continued

|                    | F     | R2    | Whole<br>Equation<br>P | Culture<br>Matters<br>P | Effect Size |           |        |         |                |          |                |
|--------------------|-------|-------|------------------------|-------------------------|-------------|-----------|--------|---------|----------------|----------|----------------|
|                    |       |       |                        |                         | P           | Direction | X      | Y       | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|                    | 2.191 | 0.075 | 0.000                  | 0.001                   |             |           |        |         |                |          |                |
| <b>JAPAN</b>       |       |       |                        |                         |             |           |        |         |                |          |                |
| Fit Slope          |       |       | 0.079                  | 0.702                   |             |           | -0.241 | 0.943 * | 0.173 *        | 0.46     | -0.405         |
| Fit Curve          |       |       | 0.638                  | 0.228                   |             |           |        |         |                |          |                |
| Misfit Slope       |       |       | 0.069                  | -1.184                  |             |           |        |         |                |          |                |
| Misfit Curve       |       |       | 0.257                  | -0.692                  |             |           |        |         |                |          |                |
| <b>USA</b>         |       |       |                        |                         |             |           |        |         |                |          |                |
| Fit Slope          |       |       | 0.174                  | 0.136                   |             |           | -0.01  | 0.146   | 0.02           | -0.008   | -0.103         |
| Fit Curve          |       |       | 0.527                  | -0.091                  |             |           |        |         |                |          |                |
| Misfit Slope       |       |       | 0.129                  | -1.75                   |             |           |        |         |                |          |                |
| Misfit Curve       |       |       | 0.332                  | -0.075                  |             |           |        |         |                |          |                |
| <b>BRAZIL</b>      |       |       |                        |                         |             |           |        |         |                |          |                |
| Fit Slope          |       |       | 0.348                  | 0.257                   |             |           | -0.026 | 0.283   | -0.077         | -0.31 *  | 0.065          |
| Fit Curve          |       |       | 0.324                  | -0.322                  |             |           |        |         |                |          |                |
| Misfit Slope       |       |       | 0.29                   | -0.309                  |             |           |        |         |                |          |                |
| Misfit Curve       |       |       | 0.16                   | 0.298                   |             |           |        |         |                |          |                |
| <b>GB</b>          |       |       |                        |                         |             |           |        |         |                |          |                |
| Fit Slope          |       |       | 0.181                  | 0.066                   |             |           | 0.192  | -0.126  | 0.093          | -0.454 * | -0.02          |
| Fit Curve          |       |       | 0.284                  | -0.381                  |             |           |        |         |                |          |                |
| Misfit Slope       |       |       | 0.071                  | 0.318                   |             |           |        |         |                |          |                |
| Misfit Curve       |       |       | 0.158                  | 0.527                   |             |           |        |         |                |          |                |
| <b>NETHERLANDS</b> |       |       |                        |                         |             |           |        |         |                |          |                |
| Fit Slope          |       |       | 0.77                   | 0.552                   |             |           | 0.211  | 0.341   | 0.124          | 0.248    | 0.267          |
| Fit Curve          |       |       | 0.482                  | 0.639                   |             |           |        |         |                |          |                |
| Misfit Slope       |       |       | 0.274                  | -0.13                   |             |           |        |         |                |          |                |
| Misfit Curve       |       |       | 0.259                  | 0.143                   |             |           |        |         |                |          |                |

\* P<.05 \*\*P<.01 \*\*\* P<0.001

## Appendix AO – Encourager (IV) and Team Building (DV): No conclusions

### Encourager (IV) and Team Builder (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.327 Squared multiple R: 0.107

Adjusted squared multiple R: 0.078 Standard error of estimate: 0.938

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.082       | 0.187     | 0        |           | 27.244 | 0         |
| F07XCFP            | -0.126      | 0.164     | -0.159   | 0.023     | -0.769 | 0.442     |
| F07XCFV            | -0.653      | 0.377     | -0.412   | 0.017     | -1.734 | 0.083     |
| D1                 | 0.696       | 0.197     | 0.352    | 0.099     | 3.529  | 0         |
| D2                 | 0.662       | 0.251     | 0.217    | 0.146     | 2.636  | 0.009     |
| D3                 | 0.25        | 0.237     | 0.09     | 0.135     | 1.055  | 0.292     |
| D4                 | 0.648       | 0.292     | 0.169    | 0.171     | 2.218  | 0.027     |
| F07XCFP*F07XCFP    | -0.107      | 0.042     | -0.37    | 0.046     | -2.53  | 0.012     |
| F07XCFP*F07XCFV    | 0.099       | 0.149     | 0.124    | 0.029     | 0.666  | 0.506     |
| F07XCFV*F07XCFV    | 0.747       | 0.367     | 0.609    | 0.011     | 2.034  | 0.042     |
| D1*F07XCFP         | 0.21        | 0.178     | 0.2      | 0.034     | 1.177  | 0.24      |
| D1*F07XCFV         | 0.403       | 0.387     | 0.227    | 0.021     | 1.042  | 0.298     |
| D2*F07XCFP         | 0.062       | 0.246     | 0.027    | 0.086     | 0.25   | 0.803     |
| D2*F07XCFV         | 0.746       | 0.505     | 0.197    | 0.056     | 1.477  | 0.14      |
| D3*F07XCFP         | -0.15       | 0.226     | -0.072   | 0.083     | -0.662 | 0.508     |
| D3*F07XCFV         | 0.607       | 0.454     | 0.189    | 0.05      | 1.338  | 0.181     |
| D4*F07XCFP         | 0.108       | 0.263     | 0.044    | 0.086     | 0.412  | 0.68      |
| D4*F07XCFV         | 0.585       | 0.457     | 0.133    | 0.091     | 1.279  | 0.201     |
| D1*F07XCFP*F07XCFP | 0.119       | 0.047     | 0.315    | 0.063     | 2.523  | 0.012     |
| D1*F07XCFP*F07XCFV | -0.163      | 0.16      | -0.162   | 0.039     | -1.015 | 0.31      |
| D1*F07XCFV*F07XCFV | -0.702      | 0.372     | -0.563   | 0.011     | -1.889 | 0.059     |
| D2*F07XCFP*F07XCFP | 0.105       | 0.076     | 0.104    | 0.173     | 1.373  | 0.17      |
| D2*F07XCFP*F07XCFV | 0.047       | 0.216     | 0.017    | 0.162     | 0.217  | 0.828     |
| D2*F07XCFV*F07XCFV | -1.073      | 0.481     | -0.299   | 0.055     | -2.232 | 0.026     |
| D3*F07XCFP*F07XCFP | 0.013       | 0.063     | 0.017    | 0.151     | 0.212  | 0.832     |
| D3*F07XCFP*F07XCFV | 0.053       | 0.196     | 0.021    | 0.161     | 0.27   | 0.787     |
| D3*F07XCFV*F07XCFV | -0.717      | 0.425     | -0.237   | 0.05      | -1.686 | 0.092     |
| D4*F07XCFP*F07XCFP | 0.077       | 0.068     | 0.093    | 0.142     | 1.118  | 0.264     |
| D4*F07XCFP*F07XCFV | -0.259      | 0.231     | -0.082   | 0.184     | -1.121 | 0.263     |
| D4*F07XCFV*F07XCFV | -0.901      | 0.442     | -0.223   | 0.083     | -2.041 | 0.042     |

### Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 95.412         | 29  | 3.29        | 3.736   | 0.000 |
| Residual   | 795.119        | 903 | 0.881       |         |       |
| Hypothesis |                |     |             |         |       |

## Appendix AO – Encourager (IV) and Team Building (DV): No conclusions - Continued

|                    | F     | R2    | Whole<br>Equation<br>P | Culture<br>Matters<br>P | Effect Size |           |          |        |                |    |                |
|--------------------|-------|-------|------------------------|-------------------------|-------------|-----------|----------|--------|----------------|----|----------------|
|                    |       |       |                        |                         | P           | Direction | X        | Y      | X <sup>2</sup> | XY | Y <sup>2</sup> |
|                    | 3.521 | 0.107 | 0.000                  | 0.000                   |             |           |          |        |                |    |                |
| <b>JAPAN</b>       |       |       |                        |                         |             |           |          |        |                |    |                |
| Fit Slope          |       |       | 0.062                  | -0.779                  | -0.126      | -0.653    | -0.107 * | 0.099  | 0.747 *        |    |                |
| Fit Curve          |       |       | 0.084                  | 0.739                   |             |           |          |        |                |    |                |
| Misfit Slope       |       |       | 0.194                  | 0.527                   |             |           |          |        |                |    |                |
| Misfit Curve       |       |       | 0.132                  | 0.541                   |             |           |          |        |                |    |                |
| <b>USA</b>         |       |       |                        |                         |             |           |          |        |                |    |                |
| Fit Slope          |       |       | 0.149                  | -0.166                  | 0.084       | -0.25     | 0.012 *  | -0.064 | 0.045          |    |                |
| Fit Curve          |       |       | 0.083                  | -0.007                  |             |           |          |        |                |    |                |
| Misfit Slope       |       |       | 0.651                  | 1.14                    |             |           |          |        |                |    |                |
| Misfit Curve       |       |       | 0.26                   | 0.121                   |             |           |          |        |                |    |                |
| <b>BRAZIL</b>      |       |       |                        |                         |             |           |          |        |                |    |                |
| Fit Slope          |       |       | 0.134                  | 0.029                   | -0.064      | 0.093     | -0.002   | 0.146  | -0.326 *       |    |                |
| Fit Curve          |       |       | 0.088                  | -0.182                  |             |           |          |        |                |    |                |
| Misfit Slope       |       |       | 0.242                  | -0.157                  |             |           |          |        |                |    |                |
| Misfit Curve       |       |       | <b>0.047</b>           | -0.474                  |             |           |          |        |                |    |                |
| <b>GB</b>          |       |       |                        |                         |             |           |          |        |                |    |                |
| Fit Slope          |       |       | 0.327                  | -0.322                  | -0.276      | -0.046    | -0.094   | 0.152  | 0.03           |    |                |
| Fit Curve          |       |       | 0.167                  | 0.088                   |             |           |          |        |                |    |                |
| Misfit Slope       |       |       | 0.165                  | -0.23                   |             |           |          |        |                |    |                |
| Misfit Curve       |       |       | 0.107                  | -0.216                  |             |           |          |        |                |    |                |
| <b>NETHERLANDS</b> |       |       |                        |                         |             |           |          |        |                |    |                |
| Fit Slope          |       |       | 0.152                  | -0.086                  | -0.018      | -0.068    | -0.03    | -0.16  | -0.154 *       |    |                |
| Fit Curve          |       |       | <b>0.038</b>           | -0.344                  |             |           |          |        |                |    |                |
| Misfit Slope       |       |       | 0.401                  | 0.05                    |             |           |          |        |                |    |                |
| Misfit Curve       |       |       | 0.243                  | -0.024                  |             |           |          |        |                |    |                |

\* p<.05    \*\*p<.01    \*\*\* p<0.001



**Appendix AP – Results consistent with Hypothesis 1**

**Appendix AQ – Results with an opposite support of Hypothesis 1**

## Appendix AR – Results that demonstrate a different relationship across countries

### Friendly/Helpful (IV) and Integrity (DV)

Dep Var: F03RAWFP N: 933 Multiple R: 0.324 Squared multiple R: 0.105

Adjusted squared multiple R: 0.076 Standard error of estimate: 0.935

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.87        | 0.139     | 0        |           | 42.287 | 0         |
| F14XCFP            | 0.077       | 0.101     | 0.094    | 0.065     | 0.762  | 0.446     |
| F14XCFV            | -0.141      | 0.118     | -0.129   | 0.085     | -1.19  | 0.234     |
| D1                 | 0.243       | 0.149     | 0.123    | 0.172     | 1.628  | 0.104     |
| D2                 | 0.231       | 0.195     | 0.076    | 0.242     | 1.189  | 0.235     |
| D3                 | 0.016       | 0.183     | 0.006    | 0.226     | 0.088  | 0.93      |
| D4                 | 0.25        | 0.219     | 0.065    | 0.302     | 1.141  | 0.254     |
| F14XCFP*F14XCFP    | -0.18       | 0.049     | -0.35    | 0.109     | -3.665 | 0         |
| F14XCFP*F14XCFV    | 0.249       | 0.08      | 0.297    | 0.108     | 3.098  | 0.002     |
| F14XCFV*F14XCFV    | -0.14       | 0.06      | -0.2     | 0.136     | -2.344 | 0.019     |
| D1*F14XCFP         | -0.04       | 0.107     | -0.037   | 0.103     | -0.375 | 0.708     |
| D1*F14XCFV         | 0.1         | 0.129     | 0.066    | 0.136     | 0.777  | 0.438     |
| D2*F14XCFP         | -0.132      | 0.135     | -0.051   | 0.367     | -0.977 | 0.329     |
| D2*F14XCFV         | 0.072       | 0.158     | 0.024    | 0.366     | 0.453  | 0.65      |
| D3*F14XCFP         | -0.172      | 0.123     | -0.081   | 0.297     | -1.401 | 0.162     |
| D3*F14XCFV         | 0.149       | 0.147     | 0.056    | 0.323     | 1.011  | 0.312     |
| D4*F14XCFP         | -0.154      | 0.155     | -0.046   | 0.461     | -0.998 | 0.318     |
| D4*F14XCFV         | 0.142       | 0.218     | 0.032    | 0.405     | 0.649  | 0.517     |
| D1*F14XCFP*F14XCFP | 0.177       | 0.055     | 0.279    | 0.134     | 3.243  | 0.001     |
| D1*F14XCFP*F14XCFV | -0.242      | 0.089     | -0.217   | 0.155     | -2.716 | 0.007     |
| D1*F14XCFV*F14XCFV | 0.123       | 0.067     | 0.14     | 0.169     | 1.829  | 0.068     |
| D2*F14XCFP*F14XCFP | 0.169       | 0.078     | 0.121    | 0.315     | 2.165  | 0.031     |
| D2*F14XCFP*F14XCFV | -0.238      | 0.139     | -0.078   | 0.481     | -1.714 | 0.087     |
| D2*F14XCFV*F14XCFV | 0.094       | 0.1       | 0.048    | 0.382     | 0.944  | 0.345     |
| D3*F14XCFP*F14XCFP | 0.079       | 0.072     | 0.066    | 0.276     | 1.095  | 0.274     |
| D3*F14XCFP*F14XCFV | -0.296      | 0.11      | -0.154   | 0.3       | -2.685 | 0.007     |
| D3*F14XCFV*F14XCFV | 0.183       | 0.09      | 0.115    | 0.307     | 2.031  | 0.043     |
| D4*F14XCFP*F14XCFP | 0.19        | 0.097     | 0.101    | 0.371     | 1.953  | 0.051     |
| D4*F14XCFP*F14XCFV | -0.4        | 0.183     | -0.12    | 0.328     | -2.192 | 0.029     |
| D4*F14XCFV*F14XCFV | 0.319       | 0.178     | 0.107    | 0.282     | 1.796  | 0.073     |

### Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 92.881         | 29  | 3.203       | 3.661   | 0.000 |
| Residual   | 790.087        | 903 | 0.875       |         |       |
| Hypothesis |                |     |             |         |       |

## Appendix AR – Results that demonstrate a different relationship across countries - Continued

| $F_c$              | $R^2$ | Whole Equation<br>P | Culture Matters<br>P |             |        |           |           |         |
|--------------------|-------|---------------------|----------------------|-------------|--------|-----------|-----------|---------|
| 3.458              | 0.105 | 0.000               | 0.000                |             |        |           |           |         |
|                    |       |                     |                      | Effect Size |        |           |           |         |
|                    |       |                     |                      | X           | Y      | $X^2$     | XY        | $Y^2$   |
| <b>JAPAN</b>       |       |                     |                      |             |        |           |           |         |
|                    |       | P                   | Direction            |             |        |           |           |         |
|                    |       | 0.612               | -0.064               | 0.077       | -0.141 | -0.18 *** | 0.249 **  | -0.14 * |
|                    |       | 0.429               | -0.071               |             |        |           |           |         |
|                    |       | 0.227               | 0.218                |             |        |           |           |         |
|                    |       | <b>0</b>            | -0.569               |             |        |           |           |         |
| <b>USA</b>         |       |                     |                      |             |        |           |           |         |
|                    |       | 0.665               | -0.004               | 0.037       | -0.041 | -0.003 ** | 0.007 **  | -0.017  |
|                    |       | 0.558               | -0.013               |             |        |           |           |         |
|                    |       | 0.468               | 0.278                |             |        |           |           |         |
|                    |       | <b>0</b>            | -0.027               |             |        |           |           |         |
| <b>BRAZIL</b>      |       |                     |                      |             |        |           |           |         |
|                    |       | 0.723               | -0.124               | -0.055      | -0.069 | -0.011 *  | 0.011     | -0.046  |
|                    |       | 0.867               | -0.046               |             |        |           |           |         |
|                    |       | 0.396               | 0.014                |             |        |           |           |         |
|                    |       | <b>0.028</b>        | -0.068               |             |        |           |           |         |
| <b>GB</b>          |       |                     |                      |             |        |           |           |         |
|                    |       | 0.884               | -0.087               | -0.095      | 0.008  | -0.101    | -0.047 ** | 0.043 * |
|                    |       | 0.77                | -0.105               |             |        |           |           |         |
|                    |       | 0.145               | -0.103               |             |        |           |           |         |
|                    |       | <b>0.004</b>        | -0.011               |             |        |           |           |         |
| <b>NETHERLANDS</b> |       |                     |                      |             |        |           |           |         |
|                    |       | 0.952               | -0.076               | -0.077      | 0.001  | 0.01      | -0.151 *  | 0.179   |
|                    |       | 0.485               | 0.038                |             |        |           |           |         |
|                    |       | 0.345               | -0.078               |             |        |           |           |         |
|                    |       | <b>0.009</b>        | 0.34                 |             |        |           |           |         |

## Appendix AS – Results with patterns of relationships

| IV                   | DV            | Fit Slope |     |        |    |             | Fit Curve |     |        |    |             | Misfit Slope |     |        |    |             | Misfit Curve |     |        |    |             |   |
|----------------------|---------------|-----------|-----|--------|----|-------------|-----------|-----|--------|----|-------------|--------------|-----|--------|----|-------------|--------------|-----|--------|----|-------------|---|
|                      |               | Japan     | USA | Brazil | GB | Netherlands | Japan     | USA | Brazil | GB | Netherlands | Japan        | USA | Brazil | GB | Netherlands | Japan        | USA | Brazil | GB | Netherlands |   |
| Normative            | Perf Oriented | +         | -   | -      | -  | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Normative            | Encourager    | +         | -   | -      | -  | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Independent          | Team Building | +         | -   | -      | -  | -           | -         | +   | +      | +  | +           | +            |     |        |    |             |              |     |        |    |             |   |
| Independent          | Encourager    | +         | -   | -      | -  | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Independent          | Integrity     | +         | +   | -      | -  | +           | -         | +   | +      | +  | +           | +            |     |        |    |             |              |     |        |    |             |   |
| Independent          | Perf Oriented | +         | +   | +      | +  | +           | +         | +   | +      | +  | +           | +            |     |        |    |             |              |     |        |    |             |   |
| Independent          | Loner         | -         | +   | +      | +  | -           |           |     |        |    |             |              |     |        |    | -           | +            | +   | +      | +  | +           |   |
| Independent          | Elitist       | -         | +   | +      | +  | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Independent          | Autocratic    | -         | +   | +      | +  | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Independent          | Micro Manager | -         | +   | +      | +  | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             | + |
| Socially Aware       | Micro Manager | +         | -   | -      |    |             |           |     |        |    | -           | -            | +   |        | +  | +           | -            | -   | +      | +  | -           |   |
| Normative            | Micro Manager |           |     |        |    |             |           |     |        |    | -           | -            | +   |        | +  |             |              |     |        |    |             | - |
| Friendly/Helpful     | Autocratic    |           |     |        |    |             |           |     |        |    |             |              | +   |        |    | +           | +            |     | -      | -  |             |   |
| Indirect             | Micro Manager |           |     |        |    |             | +         | +   | +      | +  |             |              |     |        |    | +           | +            |     | -      | -  |             |   |
| Integrity            | Encourager    |           |     |        |    |             |           |     |        |    | +           | +            |     | -      |    |             |              |     | -      | -  |             |   |
| Friendly/Helpful     | Elitist       |           |     |        |    |             |           |     |        |    |             |              | +   |        |    | +           | +            |     | -      | -  |             |   |
| Friendly/Helpful     | Loner         |           |     |        |    | +           |           |     |        |    |             |              |     |        |    | +           | +            |     |        |    |             |   |
| Team Building        | Integrity     | -         | +   |        |    |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Calm                 | Elitist       | -         | -   | -      | -  |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Modesty              | Integrity     | +         | +   | -      |    | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Modesty              | Team Building | +         |     |        |    | -           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Risk Averse          | Perf Oriented | -         | -   | +      | +  |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Risk Averse          | Encourager    | -         |     | +      | +  |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Unreliable           | Team Building |           | +   |        |    | +           |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Friendly/Helpful     | Integrity     |           |     |        |    |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             | + |
| Friendly/Helpful     | Perf Oriented |           |     |        |    |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Friendly/Helpful     | Team Building |           |     |        |    |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             | + |
| Friendly/Helpful     | Encourager    |           |     |        |    |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             | + |
| Friendly/Helpful     | Micro Manager |           |     |        |    |             |           |     |        |    |             |              |     |        |    |             |              |     |        |    |             |   |
| Integrity            | Elitist       |           |     |        |    |             | +         | -   | -      | -  |             |              |     | +      |    |             |              |     | +      | +  |             |   |
| Team Building        | Micro Manager |           |     |        |    |             | +         | +   | -      | +  |             |              |     |        |    |             |              |     |        |    |             | - |
| Risk Averse          | Autocratic    |           |     |        |    |             |           |     | -      | -  |             |              |     |        |    |             |              |     |        |    |             |   |
| Risk Averse          | Elitist       |           |     |        |    |             |           |     | -      | -  |             |              |     |        |    |             |              |     |        |    |             |   |
| Protective/Sensitive | Loner         |           |     |        |    |             |           |     |        |    | +           | +            |     | +      |    |             |              |     |        |    |             |   |

**Appendix AT – Coefficients for tests that did not support Hypothesis 1**

**APPENDICIES**

|  |            |
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|  |            |
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Appendix AJ

File: **Untitled**

BASIC statements cleared.

SYSTAT Rectangular file C:\mydocs\systat\proj3\may30.SYD,  
created Wed Oct 08, 2003 at 15:52:32, contains variables:

|         |           |            |          |          |         |
|---------|-----------|------------|----------|----------|---------|
| LDRNO   | LDRKEY    | LDRNAT     | LDRSCALE | NATIONAL | Q001    |
| Q002    | Q003      | Q004       | Q005     | Q006     | Q007    |
| Q008    | Q009      | Q010       | Q011     | Q012     | Q013    |
| Q014    | Q015      | Q016       | Q017     | Q018     | Q019    |
| Q020    | Q021      | Q022       | Q023     | Q024     | Q025    |
| Q026    | Q027      | Q028       | Q029     | Q030     | Q031    |
| Q032    | Q033      | Q034       | Q035     | Q036     | Q037    |
| Q038    | Q039      | Q040       | Q041     | Q042     | Q043    |
| Q044    | Q045      | Q046       | Q047     | Q048     | Q049    |
| Q050    | Q051      | Q052       | Q053     | Q054     | Q055    |
| Q056    | Q057      | Q058       | Q059     | Q060     | Q061    |
| Q062    | Q063      | Q064       | Q065     | Q066     | Q067    |
| Q068    | Q069      | Q070       | Q071     | Q072     | Q073    |
| Q074    | Q075      | Q076       | Q077     | Q078     | Q079    |
| Q080    | Q081      | Q082       | Q083     | Q084     | Q085    |
| Q086    | Q087      | Q088       | Q089     | Q090     | Q091    |
| Q092    | Q093      | Q094       | Q095     | Q096     | Q097    |
| Q098    | Q099      | Q100       | Q101     | Q102     | Q103    |
| Q104    | Q105      | Q106       | Q107     | Q108     | Q109    |
| Q110    | Q111      | Q112       | Q014R    | Q046R    | Q085R   |
| Q111R   | LDRNAME\$ | FOLLOWER\$ | GROUP\$  | NATFRQ   | FILTER_ |
| MEAN    | STDDEV    | Q001Z      | Q002Z    | Q003Z    | Q004Z   |
| Q005Z   | Q006Z     | Q007Z      | Q008Z    | Q009Z    | Q010Z   |
| Q011Z   | Q012Z     | Q013Z      | Q014Z    | Q015Z    | Q016Z   |
| Q017Z   | Q018Z     | Q019Z      | Q020Z    | Q021Z    | Q022Z   |
| Q023Z   | Q024Z     | Q025Z      | Q026Z    | Q027Z    | Q028Z   |
| Q029Z   | Q030Z     | Q031Z      | Q032Z    | Q033Z    | Q034Z   |
| Q035Z   | Q036Z     | Q037Z      | Q038Z    | Q039Z    | Q040Z   |
| Q041Z   | Q042Z     | Q043Z      | Q044Z    | Q045Z    | Q046Z   |
| Q047Z   | Q048Z     | Q049Z      | Q050Z    | Q051Z    | Q052Z   |
| Q053Z   | Q054Z     | Q055Z      | Q056Z    | Q057Z    | Q058Z   |
| Q059Z   | Q060Z     | Q061Z      | Q062Z    | Q063Z    | Q064Z   |
| Q065Z   | Q066Z     | Q067Z      | Q068Z    | Q069Z    | Q070Z   |
| Q071Z   | Q072Z     | Q073Z      | Q074Z    | Q075Z    | Q076Z   |
| Q077Z   | Q078Z     | Q079Z      | Q080Z    | Q081Z    | Q082Z   |
| Q083Z   | Q084Z     | Q085Z      | Q086Z    | Q087Z    | Q088Z   |
| Q089Z   | Q090Z     | Q091Z      | Q092Z    | Q093Z    | Q094Z   |
| Q095Z   | Q096Z     | Q097Z      | Q098Z    | Q099Z    | Q100Z   |
| Q101Z   | Q102Z     | Q103Z      | Q104Z    | Q105Z    | Q106Z   |
| Q107Z   | Q108Z     | Q109Z      | Q110Z    | Q111Z    | Q112Z   |
| Q014ZR  | Q085ZR    | Q046ZR     | Q111ZR   | FVISION  | FORGZD  |
| FINTEGR | FPEROR    | FAUTOCR    | FNORM    | FENCOUG  | FLONER  |
| FMODST  | FUNREL    | FINDEP     | FPROT    | FRISK    | FFRND   |
| FMICRO  | FELIT     | FSOCIAL    | FINDIRCT | FTEAM    | FCALM   |
| FMOTIV  | GADMIN    | GAUTOC     | GAUTON   | GVISION  | GINSPIR |
| GSELFS  | GCONFT    | GDECIS     | GDIPL    | GFACE    | GHUMAN  |

|          |          |          |          |          |          |
|----------|----------|----------|----------|----------|----------|
| GINTEG   | GMALEV   | GMODST   | GNONP    | GPERF    | GPROC    |
| GSELF    | GSTAT    | GCOLLAB  | GINTEGT  | Q014DZR  | Q085DZR  |
| Q046DZR  | Q111DZR  | Q001DZR  | Q021DZR  | Q059DZR  | Q079DZR  |
| Q050DZR  | Q045DZR  | Q074DZR  | Q042DZR  | Q009DZR  | Q022DZR  |
| Q106DZR  | Q027DZR  | Q068DZR  | Q010DZR  | Q090DZR  | Q077DZR  |
| Q023DZR  | Q083DZR  | Q064DZR  | Q033DZR  | Q044DZR  | Q062DZR  |
| DV_LTM   | DV_PMP   | DV_LTM01 | DV_LTM02 | DV_LTM03 | DV_LTM04 |
| DV_LTM05 | DV_LTM06 | DV_LTM07 | DV_LTM08 | DV_LTM09 | DV_LTM10 |
| DV_LTM11 | DV_LTM12 | DV_LTM13 | DV_LTM14 | DV_LTM15 | FIT_PCT  |
| F19X     | F19GRP   | F19XCNTR | F19XZ    | MEANZ    | STDDEVZ  |
| MVISION  | MVISIONX | MORGZD   | MORGZDX  | MINTEGR  | MINTEGRX |
| MPEROR   | MPERORX  | MAUTO    | MAUTOCRX | MNORM    | MNORMX   |
| MENCOUG  | MENCOUGX | MLONER   | MLONERX  | MMODST   | MMODSTX  |
| MUNREL   | MUNRELX  | MINDEP   | MINDEPX  | MPROT    | MPROTX   |
| MRISK    | MRISKX   | MFRND    | MFRNDX   | MMICRO   | MMICROX  |
| MELIT    | MELITX   | MSOCIAL  | MSOCIALX | MINDIRCT | MINDRTX  |
| MTEAM    | MTEAMX   | MCALM    | MCALMX   | MMOTIV   | MMOTIVX  |
| XVISION  | XORGZD   | XINTEGR  | XPEROR   | XAUTO    | XNORM    |
| XENCOUG  | XLONER   | XMODST   | XUNREL   | XINDEP   | XPROT    |
| XRISK    | XFRND    | XMICRO   | XELIT    | XSOCIAL  | XINDIRCT |
| XTEAM    | XCALM    | XMOTIV   | F01XCFV  | F01XCFP  | F02XCFV  |
| F02XCFP  | F03XCFV  | F03XCFP  | F04XCFV  | F04XCFP  | F05XCFV  |
| F05XCFP  | F06XCFV  | F06XCFP  | F07XCFV  | F07XCFP  | F08XCFV  |
| F08XCFP  | F09XCFV  | F09XCFP  | F10XCFV  | F10XCFP  | F11XCFV  |
| F11XCFP  | F12XCFV  | F12XCFP  | F13XCFV  | F13XCFP  | F14XCFV  |
| F14XCFP  | F15XCFV  | F15XCFP  | F16XCFV  | F16XCFP  | F17XCFV  |
| F17XCFP  | F18XCFV  | F18XCFP  | F19XCFV  | F19XCFP  | F20XCFV  |
| F20XCFP  | F21XCFV  | F21XCFP  | F01RAWFP | F02RAWFP | F03RAWFP |
| F04RAWFP | F05RAWFP | F06RAWFP | F07RAWFP | F10RAWFP | F11RAWFP |
| F14RAWFP | F15RAWFP | F16RAWFP | F17RAWFP | F18RAWFP | F19RAWFP |
| F20RAWFP | F21RAWFP | D1       | D2       | D3       | D4       |
| D5       | F08RAWFP | F09RAWFP | PERF_AVG | PERF_POS | ONSTAN   |
| DVTOP4   | DVTP4WGT | DVBOT4   |          |          |          |

BASIC statements cleared.

\*\*\*WARNING\*\*\*

There are no pending transformations; the  
 RUN command is not needed here and will be skipped.

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.134 Squared multiple R: 0.018

Adjusted squared multiple R: 0.013 Standard error of estimate: 0.967

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.104       | 0.052     | 0.000    | .         | 117.344 | 0.000     |
| F19XCFP         | -0.010      | 0.065     | -0.010   | 0.252     | -0.150  | 0.881     |
| F19XCFV         | -0.162      | 0.075     | -0.093   | 0.562     | -2.147  | 0.032     |
| F19XCFP*F19XCFP | -0.056      | 0.023     | -0.128   | 0.375     | -2.408  | 0.016     |
| F19XCFV*F19XCFP | -0.047      | 0.062     | -0.035   | 0.495     | -0.754  | 0.451     |
| F19XCFV*F19XCFV | 0.023       | 0.061     | 0.013    | 0.886     | 0.371   | 0.711     |

## Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.944         | 5   | 3.189       | 3.409   | 0.005 |
| Residual   | 867.023        | 927 | 0.935       |         |       |

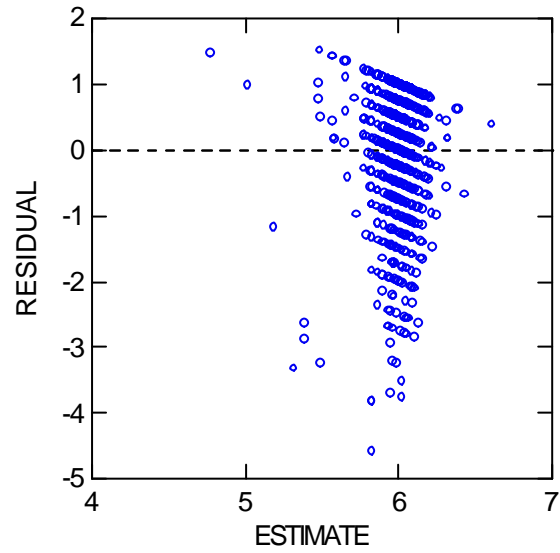
Overall p value

\*\*\* WARNING \*\*\*

|          |                    |                                 |
|----------|--------------------|---------------------------------|
| Case 64  | has large leverage | (Leverage = 0.033)              |
| Case 163 | has large leverage | (Leverage = 0.039)              |
| Case 169 | has large leverage | (Leverage = 0.044)              |
| Case 197 | has large leverage | (Leverage = 0.042)              |
| Case 262 | is an outlier      | (Studentized Residual = -4.810) |
| Case 281 | has large leverage | (Leverage = 0.333)              |
| Case 359 | has large leverage | (Leverage = 0.033)              |
| Case 383 | has large leverage | (Leverage = 0.179)              |
| Case 400 | has large leverage | (Leverage = 0.059)              |
| Case 424 | has large leverage | (Leverage = 0.110)              |
| Case 496 | has large leverage | (Leverage = 0.054)              |
| Case 529 | has large leverage | (Leverage = 0.033)              |
| Case 533 | has large leverage | (Leverage = 0.059)              |
| Case 572 | has large leverage | (Leverage = 0.110)              |
| Case 636 | has large leverage | (Leverage = 0.173)              |
| Case 926 | has large leverage | (Leverage = 0.039)              |
| Case 927 | has large leverage | (Leverage = 0.044)              |
| Case 929 | has large leverage | (Leverage = 0.069)              |
| Case 930 | has large leverage | (Leverage = 0.068)              |
| Case 931 | has large leverage | (Leverage = 0.037)              |

Durbin-Watson D Statistic 1.594  
 First Order Autocorrelation 0.201

Plot of Residuals against Predicted Values



Hypothesis

A Matrix

---

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 1.000 | 1.000 | 0.000 | 0.000 |

---

---

|       |
|-------|
| 6     |
| 0.000 |

---

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 5.857   | 1   | 5.857 | 6.262 | 0.013 |
| Error      | 867.023 | 927 | 0.935 |       |       |

Hypothesis

A Matrix

|   | 1     | 2     | 3     | 4     | 5     |
|---|-------|-------|-------|-------|-------|
| 1 | 0.000 |       |       |       |       |
| 2 | 0.000 | 0.000 |       |       |       |
| 3 | 0.000 | 0.000 | 0.000 |       |       |
| 4 | 1.000 |       |       | 1.000 |       |
| 5 | 1.000 |       |       | 1.000 | 1.000 |
| 6 |       |       |       |       |       |
| 6 | 1.000 |       |       |       |       |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 1.088   | 1   | 1.088 | 1.164 | 0.281 |
| Error      | 867.023 | 927 | 0.935 |       |       |

Hypothesis

A Matrix

|   | 1      | 2     | 3     | 4     | 5     |
|---|--------|-------|-------|-------|-------|
| 1 | 0.000  |       |       |       |       |
| 2 | 0.000  | 1.000 |       |       |       |
| 3 | 1.000  | 1.000 | 1.000 |       |       |
| 4 | -1.000 |       |       | 0.000 |       |
| 5 | 0.000  |       |       | 0.000 | 0.000 |
| 6 |        |       |       |       |       |
| 6 | 0.000  |       |       |       |       |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 1.441   | 1   | 1.441 | 1.540 | 0.215 |
| Error      | 867.023 | 927 | 0.935 |       |       |

## Hypothesis

## A Matrix

|  | 1     | 2     | 3     | 4     | 5      |
|--|-------|-------|-------|-------|--------|
|  | 0.000 | 0.000 | 0.000 | 1.000 | -1.000 |
|  | 6     |       |       |       |        |
|  | 1.000 |       |       |       |        |

## Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.016   | 1   | 0.016 | 0.017 | 0.897 |
| Error      | 867.023 | 927 | 0.935 |       |       |

# Appendix AK

Appendix AK - 160 PRE tests: no dummy variables

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.134 Squared multiple R: 0.018

Adjusted squared multiple R: 0.013 Standard error of estimate: 0.967

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.104       | 0.052     | 0        |           | 117.344 | 0         |
| F19XCFP         | -0.01       | 0.065     | -0.01    | 0.252     | -0.15   | 0.881     |
| F19XCFV         | -0.162      | 0.075     | -0.093   | 0.562     | -2.147  | 0.032     |
| F19XCFP*F19XCFP | -0.056      | 0.023     | -0.128   | 0.375     | -2.408  | 0.016     |
| F19XCFV*F19XCFP | -0.047      | 0.062     | -0.035   | 0.495     | -0.754  | 0.451     |
| F19XCFV*F19XCFV | 0.023       | 0.061     | 0.013    | 0.886     | 0.371   | 0.711     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.944         | 5   | 3.189       | 3.409   | 0.005 |
| Residual   | 867.023        | 927 | 0.935       |         |       |

F<sub>c</sub> 6.262  
R<sup>2</sup> 0.018

Fit Slope **0.013**  
Fit Curve **0.281**  
Misfit Slope **0.215**  
Misfit Curve **0.897**

Whole Equation P 0.005

Effect Size

P Direction

|               | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |
|---------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|
| All Countries | 6.104               | -0.162 *            | -0.056 *                         | -0.047               | 0.023                            |



1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.125 Squared multiple R: 0.016

Adjusted squared multiple R: 0.010 Standard error of estimate: 0.968

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 6.016       | 0.046     | 0        |           | 131.9  | 0         |
| F04XCFP         | -0.078      | 0.06      | -0.068   | 0.384     | -1.3   | 0.194     |
| F04XCFV         | -0.054      | 0.065     | -0.033   | 0.674     | -0.829 | 0.408     |
| F04XCFP*F04XCFP | -0.069      | 0.036     | -0.099   | 0.405     | -1.936 | 0.053     |
| F04XCFV*F04XCFP | -0.156      | 0.068     | -0.108   | 0.48      | -2.301 | 0.022     |
| F04XCFV*F04XCFV | 0.124       | 0.069     | 0.074    | 0.617     | 1.795  | 0.073     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 13.821         | 5   | 2.764       | 2.948   | 0.012 |
| Residual   | 869.147        | 927 | 0.938       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 3.667          | 0.016          | 0.012            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.056</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.113</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.817</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.113</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 6.016            | -0.054                        | -0.069            | -0.156                        | 0.124 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.141 Squared multiple R: 0.020

Adjusted squared multiple R: 0.015 Standard error of estimate: 0.966

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.058       | 0.052     | 0        |           | 116.413 | 0         |
| F07XCFP         | -0.082      | 0.054     | -0.103   | 0.233     | -1.535  | 0.125     |
| F07XCFV         | -0.048      | 0.073     | -0.03    | 0.494     | -0.653  | 0.514     |
| F07XCFP*F07XCFP | -0.045      | 0.016     | -0.156   | 0.358     | -2.869  | 0.004     |
| F07XCFV*F07XCFP | 0.059       | 0.045     | 0.073    | 0.34      | 1.315   | 0.189     |
| F07XCFV*F07XCFV | 0.014       | 0.048     | 0.011    | 0.68      | 0.284   | 0.776     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 17.626         | 5   | 3.525       | 3.776   | 0.002 |
| Residual   | 865.341        | 927 | 0.933       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                        |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|------------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY      | b <sub>5</sub> Y <sup>2</sup> |
|                     | 4.01           | 0.020          | 0.002            |                  |                  |                               |                        |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.046</b>   |                  |                  |                               | <b>Direction -0.13</b> |                               |
| <b>Fit Curve</b>    |                |                | <b>0.56</b>      |                  |                  |                               | <b>0.028</b>           |                               |
| <b>Misfit Slope</b> |                |                | <b>0.754</b>     |                  |                  |                               | <b>-0.034</b>          |                               |
| <b>Misfit Curve</b> |                |                | <b>0.27</b>      |                  |                  |                               | <b>-0.09</b>           |                               |
| All Countries       |                |                |                  | 6.058            | -0.048           | -0.045 **                     | 0.059                  | 0.014                         |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.498 Squared multiple R: 0.248

Adjusted squared multiple R: 0.244 Standard error of estimate: 0.846

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.132       | 0.038     | 0        |           | 160.454 | 0         |
| F20XCFP         | 0.328       | 0.037     | 0.394    | 0.41      | 8.864   | 0         |
| F20XCFV         | 0.105       | 0.047     | 0.071    | 0.793     | 2.231   | 0.026     |
| F20XCFP*F20XCFP | -0.031      | 0.015     | -0.086   | 0.458     | -2.034  | 0.042     |
| F20XCFV*F20XCFP | 0.055       | 0.035     | 0.056    | 0.623     | 1.548   | 0.122     |
| F20XCFV*F20XCFV | -0.056      | 0.045     | -0.038   | 0.886     | -1.258  | 0.209     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 218.975        | 5   | 43.795      | 61.142  | 0.000 |
| Residual   | 663.992        | 927 | 0.716       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 73.562         | 0.248          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         | <b>0.433</b>     |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.531</b>     | <b>-0.032</b>    |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.001</b>     | <b>0.223</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.024</b>     | <b>-0.142</b>    |                  |                               |                   |                               |
| All Countries       |                |                |                  | 6.132 ***        | 0.105 *          | -0.031 *                      | 0.055             | -0.056                        |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.183 Squared multiple R: 0.033

Adjusted squared multiple R: 0.028 Standard error of estimate: 0.960

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.121       | 0.047     | 0        |           | 131.376 | 0         |
| F01XCFP         | -0.098      | 0.068     | -0.086   | 0.291     | -1.429  | 0.153     |
| F01XCFV         | -0.144      | 0.079     | -0.087   | 0.459     | -1.823  | 0.069     |
| F01XCFP*F01XCFP | -0.101      | 0.03      | -0.171   | 0.403     | -3.357  | 0.001     |
| F01XCFV*F01XCFP | 0.097       | 0.066     | 0.068    | 0.49      | 1.473   | 0.141     |
| F01XCFV*F01XCFV | -0.062      | 0.069     | -0.037   | 0.627     | -0.905  | 0.366     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 29.422         | 5   | 5.884       | 6.391   | 0.000 |
| Residual   | 853.545        | 927 | 0.921       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |        |
|                     | 10.798         | 0.033          | 0.000            |                  |                  |                               |                   |                               |       |        |
| <b>Fit Slope</b>    |                |                | <b>0.001</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Fit Curve</b>    |                |                | <b>0.327</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Slope</b> |                |                | <b>0.717</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Curve</b> |                |                | <b>0.038</b>     |                  |                  |                               |                   |                               |       |        |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |       |        |
| All Countries       |                |                |                  |                  |                  | 6.121                         | -0.144            | -0.101 **                     | 0.097 | -0.062 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.108 Squared multiple R: 0.012

Adjusted squared multiple R: 0.006 Standard error of estimate: 0.970

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.08        | 0.053     | 0        | .         | 115.104 | 0         |
| F21XCFP         | -0.061      | 0.051     | -0.072   | 0.295     | -1.204  | 0.229     |
| F21XCFV         | -0.032      | 0.047     | -0.027   | 0.708     | -0.69   | 0.491     |
| F21XCFP*F21XCFP | -0.041      | 0.019     | -0.116   | 0.382     | -2.198  | 0.028     |
| F21XCFV*F21XCFP | 0.035       | 0.032     | 0.046    | 0.571     | 1.072   | 0.284     |
| F21XCFV*F21XCFV | -0.029      | 0.034     | -0.029   | 0.921     | -0.862  | 0.389     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.393         | 5   | 2.079       | 2.208   | 0.052 |
| Residual   | 872.575        | 927 | 0.941       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 2.777          | 0.012          | 0.052            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.096</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.415</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.715</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.046</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 6.08             | -0.032                        | -0.041            | 0.035                         | -0.029 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.106 Squared multiple R: 0.011

Adjusted squared multiple R: 0.006 Standard error of estimate: 0.970

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.057       | 0.043     | 0        |           | 140.808 | 0         |
| F02XCFP         | -0.005      | 0.036     | -0.005   | 0.685     | -0.132  | 0.895     |
| F02XCFV         | -0.05       | 0.042     | -0.041   | 0.889     | -1.193  | 0.233     |
| F02XCFP*F02XCFP | -0.051      | 0.021     | -0.097   | 0.69      | -2.479  | 0.013     |
| F02XCFV*F02XCFP | -0.003      | 0.035     | -0.003   | 0.839     | -0.087  | 0.931     |
| F02XCFV*F02XCFV | -0.008      | 0.035     | -0.009   | 0.841     | -0.242  | 0.809     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 9.876          | 5   | 1.975       | 2.097   | 0.064 |
| Residual   | 873.091        | 927 | 0.942       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.329          | 0.011          | 0.064            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.249</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.128</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.472</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.364</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>Direction</b> |                  |                  |                               |                   |                               |
| All Countries       |                |                |                  | 6.057            | -0.05            | -0.051                        | -0.003            | -0.008                        |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.144 Squared multiple R: 0.021

Adjusted squared multiple R: 0.015 Standard error of estimate: 0.966

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.014       | 0.047     | 0        |           | 128.324 | 0         |
| F09XCFP         | 0.079       | 0.027     | 0.11     | 0.748     | 2.939   | 0.003     |
| F09XCFV         | 0.003       | 0.034     | 0.003    | 0.824     | 0.096   | 0.923     |
| F09XCFP*F09XCFP | -0.026      | 0.016     | -0.059   | 0.772     | -1.602  | 0.11      |
| F09XCFV*F09XCFP | 0.017       | 0.024     | 0.027    | 0.741     | 0.713   | 0.476     |
| F09XCFV*F09XCFV | 0.015       | 0.022     | 0.026    | 0.745     | 0.691   | 0.49      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 18.195         | 5   | 3.639       | 3.901   | 0.002 |
| Residual   | 864.773        | 927 | 0.933       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 5.29           | 0.021          | 0.002            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.022</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.785</b>     | <b>0.082</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.124</b>     | <b>0.076</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.536</b>     | <b>-0.028</b>    |                  |                               |                   |                               |
| All Countries       |                |                |                  | 6.014 **         | 0.003            | -0.026                        | 0.017             | 0.015                         |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.145 Squared multiple R: 0.021

Adjusted squared multiple R: 0.016 Standard error of estimate: 0.966

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.074       | 0.044     | 0        | .         | 136.835 | 0         |
| F12XCFP         | 0.008       | 0.033     | 0.009    | 0.669     | 0.233   | 0.815     |
| F12XCFV         | 0.003       | 0.031     | 0.004    | 0.877     | 0.111   | 0.912     |
| F12XCFP*F12XCFP | -0.054      | 0.018     | -0.116   | 0.653     | -2.894  | 0.004     |
| F12XCFV*F12XCFP | -0.037      | 0.025     | -0.056   | 0.745     | -1.5    | 0.134     |
| F12XCFV*F12XCFV | 0.008       | 0.021     | 0.013    | 0.852     | 0.364   | 0.716     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 18.64          | 5   | 3.728       | 3.998   | 0.001 |
| Residual   | 864.327        | 927 | 0.932       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |       |
|                     | 0.087          | 0.021          | 0.001            |                  |                  |                               |                   |                               |        |       |
| <b>Fit Slope</b>    |                |                | <b>0.768</b>     | <b>0.011</b>     | All Countries    | 6.074                         | 0.003             | -0.054 **                     | -0.037 | 0.008 |
| <b>Fit Curve</b>    |                |                | <b>0.002</b>     | <b>-0.083</b>    |                  |                               |                   |                               |        |       |
| <b>Misfit Slope</b> |                |                | <b>0.936</b>     | <b>0.005</b>     |                  |                               |                   |                               |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.834</b>     | <b>-0.009</b>    |                  |                               |                   |                               |        |       |



1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.078 Squared multiple R: 0.006

Adjusted squared multiple R: 0.001 Standard error of estimate: 0.973

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.047       | 0.046     | 0        |           | 130.101 | 0         |
| F06XCFP         | 0.022       | 0.046     | 0.02     | 0.618     | 0.48    | 0.632     |
| F06XCFV         | -0.011      | 0.057     | -0.009   | 0.5       | -0.2    | 0.842     |
| F06XCFP*F06XCFP | -0.035      | 0.033     | -0.042   | 0.662     | -1.041  | 0.298     |
| F06XCFV*F06XCFP | -0.018      | 0.06      | -0.015   | 0.395     | -0.297  | 0.767     |
| F06XCFV*F06XCFV | -0.041      | 0.044     | -0.041   | 0.544     | -0.923  | 0.356     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 5.336          | 5   | 1.067       | 1.127   | 0.344 |
| Residual   | 877.632        | 927 | 0.947       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size         |                     |                                  |                      |                                  |
|---------------------|----------------|----------------|------------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|
|                     |                |                |                  | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |
|                     | 0.047          | 0.006          | 0.344            |                     |                     |                                  |                      |                                  |
| <b>Fit Slope</b>    |                |                | <b>0.829</b>     | <b>0.011</b>        |                     |                                  |                      |                                  |
| <b>Fit Curve</b>    |                |                | <b>0.035</b>     | <b>-0.094</b>       |                     |                                  |                      |                                  |
| <b>Misfit Slope</b> |                |                | <b>0.712</b>     | <b>0.033</b>        |                     |                                  |                      |                                  |
| <b>Misfit Curve</b> |                |                | <b>0.602</b>     | <b>-0.058</b>       |                     |                                  |                      |                                  |
| All Countries       |                |                |                  | 6.047               | -0.011              | -0.035                           | -0.018               | -0.041                           |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.151 Squared multiple R: 0.023

Adjusted squared multiple R: 0.018 Standard error of estimate: 0.965

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.097       | 0.044     | 0        | .         | 140.143 | 0         |
| F14XCFP         | 0.028       | 0.029     | 0.034    | 0.861     | 0.985   | 0.325     |
| F14XCFV         | -0.051      | 0.037     | -0.046   | 0.907     | -1.359  | 0.174     |
| F14XCFP*F14XCFP | -0.065      | 0.018     | -0.127   | 0.854     | -3.611  | 0         |
| F14XCFV*F14XCFP | 0.044       | 0.03      | 0.053    | 0.82      | 1.475   | 0.141     |
| F14XCFV*F14XCFV | -0.033      | 0.024     | -0.047   | 0.877     | -1.368  | 0.172     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 20.262         | 5   | 4.052       | 4.354   | 0.001 |
| Residual   | 862.706        | 927 | 0.931       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.315          | 0.023          | 0.001            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.575</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.093</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.137</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.005</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 6.097            | -0.051                        | -0.065 ***        | 0.044                         | -0.033 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.172 Squared multiple R: 0.030

Adjusted squared multiple R: 0.024 Standard error of estimate: 0.961

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.848       | 0.051     | 0        |           | 115.543 | 0         |
| F11XCFP         | 0.023       | 0.026     | 0.036    | 0.675     | 0.907   | 0.365     |
| F11XCFV         | -0.012      | 0.026     | -0.02    | 0.589     | -0.465  | 0.642     |
| F11XCFP*F11XCFP | 0.039       | 0.015     | 0.1      | 0.71      | 2.604   | 0.009     |
| F11XCFV*F11XCFP | 0.035       | 0.017     | 0.096    | 0.513     | 2.118   | 0.034     |
| F11XCFV*F11XCFV | 0.004       | 0.014     | 0.013    | 0.645     | 0.328   | 0.743     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 26.1           | 5   | 5.22        | 5.647   | 0.000 |
| Residual   | 856.867        | 927 | 0.924       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 0.188          | 0.030          | 0.000            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>0.665</b>     |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.43</b>      |                  |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.806</b>     |                  |                  |                               |                   |                               |  |
|                     |                |                |                  | <b>0.011</b>     | <b>0.078</b>     |                               |                   |                               |  |
| All Countries       |                |                |                  | 5.848            | -0.012           | 0.039 **                      | 0.035 *           | 0.004                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.074 Squared multiple R: 0.005

Adjusted squared multiple R: 0.000 Standard error of estimate: 0.973

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.066       | 0.048     | 0        | .         | 126.589 | 0         |
| F17XCFP         | 0.009       | 0.027     | 0.013    | 0.638     | 0.316   | 0.752     |
| F17XCFV         | 0.012       | 0.032     | 0.017    | 0.55      | 0.383   | 0.702     |
| F17XCFP*F17XCFP | -0.021      | 0.015     | -0.052   | 0.771     | -1.394  | 0.164     |
| F17XCFV*F17XCFP | 0.007       | 0.02      | 0.016    | 0.545     | 0.355   | 0.723     |
| F17XCFV*F17XCFV | -0.016      | 0.018     | -0.038   | 0.613     | -0.898  | 0.37      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 4.796          | 5   | 0.959       | 1.012   | 0.409 |
| Residual   | 878.172        | 927 | 0.947       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.54           | 0.005          | 0.409            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.463</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.102</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.942</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.248</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 6.066            | 0.012                         | -0.021            | 0.007                         | -0.016 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.045 Squared multiple R: 0.002

Adjusted squared multiple R: 0.000 Standard error of estimate: 0.975

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.963       | 0.046     | 0        |           | 130.183 | 0         |
| F13XCFP         | 0.008       | 0.042     | 0.009    | 0.456     | 0.185   | 0.853     |
| F13XCFV         | -0.02       | 0.045     | -0.019   | 0.565     | -0.446  | 0.656     |
| F13XCFP*F13XCFP | -0.002      | 0.022     | -0.004   | 0.544     | -0.095  | 0.924     |
| F13XCFV*F13XCFP | -0.01       | 0.03      | -0.014   | 0.57      | -0.328  | 0.743     |
| F13XCFV*F13XCFV | 0.024       | 0.027     | 0.033    | 0.741     | 0.862   | 0.389     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 1.796          | 5   | 0.359       | 0.378   | 0.864 |
| Residual   | 881.171        | 927 | 0.951       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.069          | 0.002          | 0.864            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.793</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.709</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.707</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.57</b>      |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.963            | -0.02                         | -0.002            | -0.01                         | 0.024 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.187 Squared multiple R: 0.035

Adjusted squared multiple R: 0.030 Standard error of estimate: 0.959

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.054       | 0.039     | 0        |           | 154.051 | 0         |
| F10XCFP         | -0.049      | 0.044     | -0.04    | 0.787     | -1.103  | 0.27      |
| F10XCFV         | -0.027      | 0.058     | -0.015   | 0.903     | -0.455  | 0.649     |
| F10XCFP*F10XCFP | -0.1        | 0.028     | -0.131   | 0.792     | -3.604  | 0         |
| F10XCFV*F10XCFP | 0.132       | 0.065     | 0.074    | 0.771     | 2.027   | 0.043     |
| F10XCFV*F10XCFV | -0.008      | 0.061     | -0.005   | 0.894     | -0.138  | 0.89      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 30.994         | 5   | 6.199       | 6.745   | 0.000 |
| Residual   | 851.974        | 927 | 0.919       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 1.387          | 0.035          | 0.000            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.239</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.765</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.783</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.015</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 6.054            | -0.027                        | -0.1 ***          | 0.132 *                       | -0.008 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.081 Squared multiple R: 0.007

Adjusted squared multiple R: 0.001 Standard error of estimate: 0.973

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.057       | 0.045     | 0        | .         | 135.164 | 0         |
| F18XCFP         | 0.024       | 0.035     | 0.031    | 0.529     | 0.679   | 0.498     |
| F18XCFV         | 0.023       | 0.038     | 0.021    | 0.826     | 0.596   | 0.551     |
| F18XCFP*F18XCFP | -0.026      | 0.016     | -0.073   | 0.546     | -1.655  | 0.098     |
| F18XCFV*F18XCFP | 0.035       | 0.027     | 0.045    | 0.923     | 1.321   | 0.187     |
| F18XCFV*F18XCFV | -0.033      | 0.027     | -0.043   | 0.823     | -1.203  | 0.229     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 5.744          | 5   | 1.149       | 1.214   | 0.300 |
| Residual   | 877.223        | 927 | 0.946       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.089          | 0.007          | 0.300            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.297</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.491</b>     | <b>0.047</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.987</b>     | <b>-0.024</b>    |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.037</b>     | <b>0.001</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 6.057            | 0.023            | -0.026                        | 0.035             | -0.033                        |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.082 Squared multiple R: 0.007

Adjusted squared multiple R: 0.001 Standard error of estimate: 0.973

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.063       | 0.043     | 0        |           | 140.494 | 0         |
| F08XCFP         | -0.007      | 0.041     | -0.009   | 0.422     | -0.171  | 0.864     |
| F08XCFV         | 0.062       | 0.045     | 0.05     | 0.809     | 1.367   | 0.172     |
| F08XCFP*F08XCFP | -0.017      | 0.017     | -0.049   | 0.456     | -1.011  | 0.312     |
| F08XCFV*F08XCFP | -0.004      | 0.034     | -0.004   | 0.958     | -0.125  | 0.9       |
| F08XCFV*F08XCFV | -0.053      | 0.031     | -0.059   | 0.868     | -1.685  | 0.092     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 6.007          | 5   | 1.201       | 1.27    | 0.275 |
| Residual   | 876.961        | 927 | 0.946       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation |                     |                     |                                  |                      |                                  |  |
|---------------------|----------------|----------------|----------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|--|
|                     |                |                | P              | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |  |
|                     | 1.15           | 0.007          | 0.275          |                     |                     |                                  |                      |                                  |  |
| <b>Fit Slope</b>    |                |                | <b>0.284</b>   | <b>0.055</b>        |                     |                                  |                      |                                  |  |
| <b>Fit Curve</b>    |                |                | <b>0.109</b>   | <b>-0.074</b>       |                     |                                  |                      |                                  |  |
| <b>Misfit Slope</b> |                |                | <b>0.326</b>   | <b>-0.069</b>       |                     |                                  |                      |                                  |  |
| <b>Misfit Curve</b> |                |                | <b>0.181</b>   | <b>-0.066</b>       |                     |                                  |                      |                                  |  |

Effect Size

Direction

|               |       |       |        |        |        |
|---------------|-------|-------|--------|--------|--------|
| All Countries | 6.063 | 0.062 | -0.017 | -0.004 | -0.053 |
|---------------|-------|-------|--------|--------|--------|



1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.108 Squared multiple R: 0.012

Adjusted squared multiple R: 0.006 Standard error of estimate: 0.970

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.062       | 0.044     | 0        |           | 136.456 | 0         |
| F16XCFP         | 0.025       | 0.041     | 0.029    | 0.458     | 0.6     | 0.548     |
| F16XCFV         | 0.008       | 0.042     | 0.007    | 0.676     | 0.184   | 0.854     |
| F16XCFP*F16XCFP | -0.049      | 0.02      | -0.116   | 0.509     | -2.526  | 0.012     |
| F16XCFV*F16XCFP | 0.031       | 0.03      | 0.038    | 0.765     | 1.012   | 0.312     |
| F16XCFV*F16XCFV | -0.016      | 0.029     | -0.022   | 0.698     | -0.553  | 0.58      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.333         | 5   | 2.067       | 2.195   | 0.053 |
| Residual   | 872.635        | 927 | 0.941       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.511          | 0.012          | 0.053            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.475</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.332</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.809</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.062</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 6.062            | 0.008                         | -0.049            | 0.031                         | -0.016 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.198 Squared multiple R: 0.039

Adjusted squared multiple R: 0.034 Standard error of estimate: 0.957

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.113       | 0.043     | 0        |           | 141.566 | 0         |
| F05XCFP         | 0.039       | 0.041     | 0.053    | 0.333     | 0.949   | 0.343     |
| F05XCFV         | 0.043       | 0.047     | 0.036    | 0.676     | 0.927   | 0.354     |
| F05XCFP*F05XCFP | -0.065      | 0.016     | -0.219   | 0.364     | -4.104  | 0         |
| F05XCFV*F05XCFP | 0.017       | 0.029     | 0.024    | 0.652     | 0.593   | 0.553     |
| F05XCFV*F05XCFV | -0.005      | 0.027     | -0.006   | 0.752     | -0.17   | 0.865     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 34.493         | 5   | 6.899       | 7.537   | 0.000 |
| Residual   | 848.475        | 927 | 0.915       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |        |
|                     | 2.946          | 0.039          | 0.000            |                  |                  |                               |                   |                               |       |        |
| <b>Fit Slope</b>    |                |                | <b>0.086</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Fit Curve</b>    |                |                | <b>0.134</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Slope</b> |                |                | <b>0.955</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Curve</b> |                |                | <b>0.058</b>     |                  |                  |                               |                   |                               |       |        |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |       |        |
| All Countries       |                |                |                  |                  |                  | 6.113                         | 0.043             | -0.065 ***                    | 0.017 | -0.005 |

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP N: 933 Multiple R: 0.352 Squared multiple R: 0.124

Adjusted squared multiple R: 0.119 Standard error of estimate: 0.913

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.019       | 0.045     | 0        |           | 134.179 | 0         |
| F15XCFP         | -0.167      | 0.039     | -0.235   | 0.321     | -4.336  | 0         |
| F15XCFV         | -0.111      | 0.043     | -0.088   | 0.8       | -2.549  | 0.011     |
| F15XCFP*F15XCFP | -0.018      | 0.013     | -0.073   | 0.356     | -1.418  | 0.157     |
| F15XCFV*F15XCFP | 0.053       | 0.027     | 0.074    | 0.66      | 1.944   | 0.052     |
| F15XCFV*F15XCFV | 0.052       | 0.027     | 0.062    | 0.925     | 1.947   | 0.052     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 109.403        | 5   | 21.881      | 26.22   | 0.000 |
| Residual   | 773.565        | 927 | 0.834       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 31.981         | 0.124          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.025</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.39</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.623</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 6.019 ***        | -0.111 *                      | -0.018            | 0.053                         | 0.052 |
|                     |                |                |                  |                  |                  |                               |                   |                               |       |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.137 Squared multiple R: 0.019

Adjusted squared multiple R: 0.013 Standard error of estimate: 0.971

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.559       | 0.05      | 0        |           | 110.222 | 0         |
| F03XCFP         | 0.004       | 0.063     | 0.004    | 0.271     | 0.061   | 0.952     |
| F03XCFV         | -0.08       | 0.085     | -0.041   | 0.562     | -0.94   | 0.347     |
| F03XCFP*F03XCFP | -0.045      | 0.023     | -0.11    | 0.345     | -1.983  | 0.048     |
| F03XCFV*F03XCFP | 0.032       | 0.07      | 0.024    | 0.393     | 0.459   | 0.646     |
| F03XCFV*F03XCFV | 0.112       | 0.09      | 0.054    | 0.569     | 1.245   | 0.213     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 16.708         | 5   | 3.342       | 3.545   | 0.004 |
| Residual   | 873.823        | 927 | 0.943       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 0.932          | 0.019          | 0.004            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>0.335</b>     |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.181</b>     | <b>0.099</b>     |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.509</b>     | <b>0.084</b>     |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.815</b>     | <b>0.035</b>     |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 5.559            | -0.08            | -0.045 *                      | 0.032             | 0.112                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.111 Squared multiple R: 0.012

Adjusted squared multiple R: 0.007 Standard error of estimate: 0.974

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.581       | 0.046     | 0        |           | 121.633 | 0         |
| F04XCFP         | -0.003      | 0.061     | -0.002   | 0.384     | -0.047  | 0.963     |
| F04XCFV         | -0.128      | 0.065     | -0.078   | 0.674     | -1.95   | 0.052     |
| F04XCFP*F04XCFP | -0.033      | 0.036     | -0.047   | 0.405     | -0.909  | 0.363     |
| F04XCFV*F04XCFP | -0.161      | 0.068     | -0.111   | 0.48      | -2.351  | 0.019     |
| F04XCFV*F04XCFV | 0.044       | 0.069     | 0.026    | 0.617     | 0.635   | 0.525     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.974         | 5   | 2.195       | 2.313   | 0.042 |
| Residual   | 879.557        | 927 | 0.949       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 3.534          | 0.012          | 0.042            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>P 0.06</b>    |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.021</b>     | <b>-0.131</b>    |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.236</b>     | <b>-0.15</b>     |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.199</b>     | <b>0.125</b>     |                  |                               |                   |                               |       |
|                     |                |                |                  | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.581            | -0.128                        | -0.033            | -0.161                        | 0.044 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.154 Squared multiple R: 0.024

Adjusted squared multiple R: 0.018 Standard error of estimate: 0.969

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.665       | 0.052     | 0        |           | 108.602 | 0         |
| F07XCFP         | 0.003       | 0.054     | 0.004    | 0.233     | 0.063   | 0.95      |
| F07XCFV         | -0.22       | 0.073     | -0.139   | 0.494     | -3.003  | 0.003     |
| F07XCFP*F07XCFP | -0.031      | 0.016     | -0.106   | 0.358     | -1.958  | 0.051     |
| F07XCFV*F07XCFP | -0.022      | 0.045     | -0.028   | 0.34      | -0.495  | 0.621     |
| F07XCFV*F07XCFV | 0.048       | 0.048     | 0.039    | 0.68      | 0.993   | 0.321     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 21.009         | 5   | 4.202       | 4.48    | 0.000 |
| Residual   | 869.522        | 927 | 0.938       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |       |
|                     | 11.077         | 0.024          | 0.000            |                  |                  |                               |                   |                               |        |       |
| <b>Fit Slope</b>    |                |                | <b>0.001</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Fit Curve</b>    |                |                | <b>0.917</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Slope</b> |                |                | <b>0.044</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.63</b>      |                  |                  |                               |                   |                               |        |       |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |        |       |
| All Countries       |                |                |                  |                  |                  | 5.665                         | -0.22 **          | -0.031                        | -0.022 | 0.048 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.431 Squared multiple R: 0.186

Adjusted squared multiple R: 0.181 Standard error of estimate: 0.885

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.594       | 0.04      | 0        |           | 140.06 | 0         |
| F20XCFP         | 0.195       | 0.039     | 0.233    | 0.41      | 5.045  | 0         |
| F20XCFV         | 0.265       | 0.049     | 0.179    | 0.793     | 5.38   | 0         |
| F20XCFP*F20XCFP | -0.039      | 0.016     | -0.109   | 0.458     | -2.483 | 0.013     |
| F20XCFV*F20XCFP | 0.131       | 0.037     | 0.133    | 0.623     | 3.548  | 0         |
| F20XCFV*F20XCFV | -0.053      | 0.047     | -0.035   | 0.886     | -1.125 | 0.261     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 165.271        | 5   | 33.054      | 42.249  | 0.000 |
| Residual   | 725.26         | 927 | 0.782       |         |       |

|                     | $F_c$  | $R^2$ | Whole Equation P | Effect Size      |               |            |                |             |                |        |
|---------------------|--------|-------|------------------|------------------|---------------|------------|----------------|-------------|----------------|--------|
|                     | 75.955 | 0.186 | 0.000            |                  | $b_1$<br>X    | $b_2$<br>Y | $b_3$<br>$X^2$ | $b_4$<br>XY | $b_5$<br>$Y^2$ |        |
| <b>Fit Slope</b>    |        |       | <b>P</b>         | <b>Direction</b> |               |            |                |             |                |        |
| <b>Fit Curve</b>    |        |       | <b>0</b>         | <b>0.46</b>      | All Countries | 5.594 ***  | 0.265 ***      | -0.039 *    | 0.131 ***      | -0.053 |
| <b>Misfit Slope</b> |        |       | <b>0.47</b>      | <b>0.039</b>     |               |            |                |             |                |        |
| <b>Misfit Curve</b> |        |       | <b>0.327</b>     | <b>-0.07</b>     |               |            |                |             |                |        |
|                     |        |       | <b>0.001</b>     | <b>-0.223</b>    |               |            |                |             |                |        |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.170 Squared multiple R: 0.029

Adjusted squared multiple R: 0.024 Standard error of estimate: 0.966

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.636       | 0.047     | 0        |           | 120.174 | 0         |
| F01XCFP         | -0.088      | 0.069     | -0.077   | 0.291     | -1.277  | 0.202     |
| F01XCFV         | -0.115      | 0.08      | -0.069   | 0.459     | -1.445  | 0.149     |
| F01XCFP*F01XCFP | -0.104      | 0.03      | -0.176   | 0.403     | -3.456  | 0.001     |
| F01XCFV*F01XCFP | 0.098       | 0.067     | 0.068    | 0.49      | 1.479   | 0.139     |
| F01XCFV*F01XCFV | -0.033      | 0.069     | -0.019   | 0.627     | -0.47   | 0.638     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 25.713         | 5   | 5.143       | 5.512   | 0.000 |
| Residual   | 864.818        | 927 | 0.933       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                         |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY       | b <sub>5</sub> Y <sup>2</sup> |
|                     | 7.497          | 0.029          | 0.000            |                  |                  |                               |                         |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.006</b>   |                  |                  |                               | <b>Direction -0.203</b> |                               |
| <b>Fit Curve</b>    |                |                | <b>0.569</b>     |                  |                  |                               | <b>-0.039</b>           |                               |
| <b>Misfit Slope</b> |                |                | <b>0.833</b>     |                  |                  |                               | <b>0.027</b>            |                               |
| <b>Misfit Curve</b> |                |                | <b>0.062</b>     |                  |                  |                               | <b>-0.235</b>           |                               |
| All Countries       |                |                |                  | 5.636            | -0.115           | -0.104 **                     | 0.098                   | -0.033                        |



1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.151 Squared multiple R: 0.023

Adjusted squared multiple R: 0.017 Standard error of estimate: 0.969

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.642       | 0.053     | 0        | .         | 106.955 | 0         |
| F21XCFP         | -0.079      | 0.051     | -0.093   | 0.295     | -1.558  | 0.12      |
| F21XCFV         | -0.001      | 0.047     | -0.001   | 0.708     | -0.022  | 0.982     |
| F21XCFP*F21XCFP | -0.052      | 0.019     | -0.144   | 0.382     | -2.746  | 0.006     |
| F21XCFV*F21XCFP | 0.066       | 0.032     | 0.089    | 0.571     | 2.061   | 0.04      |
| F21XCFV*F21XCFV | -0.065      | 0.034     | -0.065   | 0.921     | -1.924  | 0.055     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 20.171         | 5   | 4.034       | 4.297   | 0.001 |
| Residual   | 870.36         | 927 | 0.939       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 2.053          | 0.023          | 0.001            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.152</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.254</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.328</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.001</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.642            | -0.001                        | -0.052 **         | 0.066 *                       | -0.065 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.102 Squared multiple R: 0.010

Adjusted squared multiple R: 0.005 Standard error of estimate: 0.975

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.599       | 0.043     | 0        |           | 129.544 | 0         |
| F02XCFP         | -0.035      | 0.037     | -0.037   | 0.685     | -0.945  | 0.345     |
| F02XCFV         | -0.02       | 0.042     | -0.017   | 0.889     | -0.482  | 0.63      |
| F02XCFP*F02XCFP | -0.059      | 0.021     | -0.113   | 0.69      | -2.861  | 0.004     |
| F02XCFV*F02XCFP | 0.022       | 0.036     | 0.022    | 0.839     | 0.629   | 0.53      |
| F02XCFV*F02XCFV | -0.016      | 0.035     | -0.016   | 0.841     | -0.459  | 0.647     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 9.259          | 5   | 1.852       | 1.948   | 0.084 |
| Residual   | 881.272        | 927 | 0.951       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.33           | 0.010          | 0.084            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.249</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.201</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.818</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.118</b>     |                  |                  |                               |                   |                               |
| All Countries       |                |                |                  | 5.599            | -0.02            | -0.059 **                     | 0.022             | -0.016                        |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.140 Squared multiple R: 0.020

Adjusted squared multiple R: 0.014 Standard error of estimate: 0.970

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.555       | 0.047     | 0        |           | 117.95 | 0         |
| F09XCFP         | 0.078       | 0.027     | 0.108    | 0.748     | 2.88   | 0.004     |
| F09XCFV         | 0.002       | 0.034     | 0.002    | 0.824     | 0.055  | 0.956     |
| F09XCFP*F09XCFP | -0.025      | 0.016     | -0.059   | 0.772     | -1.587 | 0.113     |
| F09XCFV*F09XCFP | 0.005       | 0.025     | 0.007    | 0.741     | 0.197  | 0.844     |
| F09XCFV*F09XCFV | 0.013       | 0.022     | 0.022    | 0.745     | 0.576  | 0.565     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 17.461         | 5   | 3.492       | 3.708   | 0.002 |
| Residual   | 873.07         | 927 | 0.942       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 4.915          | 0.020          | 0.002            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.027</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.77</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.125</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.698</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.555 **         | 0.002                         | -0.025            | 0.005                         | 0.013 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.149 Squared multiple R: 0.022

Adjusted squared multiple R: 0.017 Standard error of estimate: 0.969

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.643       | 0.045     | 0        |           | 126.64 | 0         |
| F12XCFP         | 0.017       | 0.033     | 0.02     | 0.669     | 0.516  | 0.606     |
| F12XCFV         | -0.002      | 0.031     | -0.003   | 0.877     | -0.073 | 0.942     |
| F12XCFP*F12XCFP | -0.055      | 0.019     | -0.118   | 0.653     | -2.947 | 0.003     |
| F12XCFV*F12XCFP | -0.009      | 0.025     | -0.014   | 0.745     | -0.369 | 0.712     |
| F12XCFV*F12XCFV | -0.027      | 0.021     | -0.045   | 0.852     | -1.273 | 0.203     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 19.715         | 5   | 3.943       | 4.197   | 0.001 |
| Residual   | 870.816        | 927 | 0.939       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.149          | 0.022          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.699</b>     | <b>0.015</b>     |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.001</b>     | <b>-0.091</b>    |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.712</b>     | <b>0.019</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.102</b>     | <b>-0.073</b>    |                  |                               |                   |                               |
| All Countries       |                |                |                  | 5.643            | -0.002           | -0.055 **                     | -0.009            | -0.027                        |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.104 Squared multiple R: 0.011

Adjusted squared multiple R: 0.005 Standard error of estimate: 0.975

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.602       | 0.047     | 0        |           | 120.305 | 0         |
| F06XCFP         | -0.021      | 0.046     | -0.018   | 0.618     | -0.444  | 0.657     |
| F06XCFV         | 0.03        | 0.057     | 0.024    | 0.5       | 0.523   | 0.601     |
| F06XCFP*F06XCFP | -0.044      | 0.033     | -0.053   | 0.662     | -1.311  | 0.19      |
| F06XCFV*F06XCFP | -0.071      | 0.06      | -0.062   | 0.395     | -1.185  | 0.236     |
| F06XCFV*F06XCFV | -0.015      | 0.044     | -0.015   | 0.544     | -0.328  | 0.743     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 9.63           | 5   | 1.926       | 2.027   | 0.073 |
| Residual   | 880.901        | 927 | 0.95        |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |        |
|                     | 0.034          | 0.011          | 0.073            |                  |                  |                               |                   |                               |        |        |
| <b>Fit Slope</b>    |                |                | <b>0.853</b>     |                  |                  |                               |                   |                               |        |        |
| <b>Fit Curve</b>    |                |                | <b>0.004</b>     |                  |                  |                               |                   |                               |        |        |
| <b>Misfit Slope</b> |                |                | <b>0.58</b>      |                  |                  |                               |                   |                               |        |        |
| <b>Misfit Curve</b> |                |                | <b>0.909</b>     |                  |                  |                               |                   |                               |        |        |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |        |        |
| All Countries       |                |                |                  |                  |                  | 5.602                         | 0.03              | -0.044                        | -0.071 | -0.015 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.150 Squared multiple R: 0.023

Adjusted squared multiple R: 0.017 Standard error of estimate: 0.969

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.594       | 0.044     | 0        | .         | 128.005 | 0         |
| F14XCFP         | 0.054       | 0.029     | 0.065    | 0.861     | 1.865   | 0.063     |
| F14XCFV         | -0.063      | 0.038     | -0.058   | 0.907     | -1.692  | 0.091     |
| F14XCFP*F14XCFP | -0.058      | 0.018     | -0.111   | 0.854     | -3.169  | 0.002     |
| F14XCFV*F14XCFP | 0.044       | 0.03      | 0.052    | 0.82      | 1.457   | 0.145     |
| F14XCFV*F14XCFV | -0.004      | 0.024     | -0.006   | 0.877     | -0.176  | 0.86      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 20.095         | 5   | 4.019       | 4.28    | 0.001 |
| Residual   | 870.436        | 927 | 0.939       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.058          | 0.023          | 0.001            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.809</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.579</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.028</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.037</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.594            | -0.063                        | -0.058 **         | 0.044                         | -0.004 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.213 Squared multiple R: 0.045

Adjusted squared multiple R: 0.040 Standard error of estimate: 0.958

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.467       | 0.05      | 0        |           | 108.459 | 0         |
| F11XCFP         | -0.03       | 0.025     | -0.045   | 0.675     | -1.159  | 0.247     |
| F11XCFV         | -0.031      | 0.026     | -0.05    | 0.589     | -1.198  | 0.231     |
| F11XCFP*F11XCFP | 0.012       | 0.015     | 0.03     | 0.71      | 0.795   | 0.427     |
| F11XCFV*F11XCFP | 0.069       | 0.017     | 0.189    | 0.513     | 4.206   | 0         |
| F11XCFV*F11XCFV | -0.013      | 0.014     | -0.039   | 0.645     | -0.982  | 0.327     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 40.458         | 5   | 8.092       | 8.824   | 0.000 |
| Residual   | 850.073        | 927 | 0.917       |         |       |

|                     | $F_c$ | $R^2$ | Whole Equation P | Effect Size   |            |                |             |                |
|---------------------|-------|-------|------------------|---------------|------------|----------------|-------------|----------------|
|                     | 5.577 | 0.045 | 0.000            | $b_1$<br>X    | $b_2$<br>Y | $b_3$<br>$X^2$ | $b_4$<br>XY | $b_5$<br>$Y^2$ |
| <b>Fit Slope</b>    |       |       | <b>P</b>         |               |            |                |             |                |
| <b>Fit Curve</b>    |       |       | <b>0.018</b>     | <b>-0.061</b> |            |                |             |                |
| <b>Misfit Slope</b> |       |       | <b>0</b>         | <b>0.068</b>  |            |                |             |                |
| <b>Misfit Curve</b> |       |       | <b>0.974</b>     | <b>0.001</b>  |            |                |             |                |
|                     |       |       | <b>0.033</b>     | <b>-0.07</b>  |            |                |             |                |
| All Countries       |       |       |                  | 5.467         | -0.031     | 0.012          | 0.069 ***   | -0.013         |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.119 Squared multiple R: 0.014

Adjusted squared multiple R: 0.009 Standard error of estimate: 0.973

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.614       | 0.048     | 0        |           | 117.179 | 0         |
| F17XCFP         | -0.027      | 0.027     | -0.041   | 0.638     | -0.994  | 0.321     |
| F17XCFV         | 0.031       | 0.032     | 0.042    | 0.55      | 0.946   | 0.344     |
| F17XCFP*F17XCFP | -0.009      | 0.015     | -0.023   | 0.771     | -0.614  | 0.539     |
| F17XCFV*F17XCFP | 0.024       | 0.02      | 0.055    | 0.545     | 1.242   | 0.215     |
| F17XCFV*F17XCFV | -0.041      | 0.018     | -0.094   | 0.613     | -2.265  | 0.024     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 12.551         | 5   | 2.51        | 2.65    | 0.022 |
| Residual   | 877.98         | 927 | 0.947       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.016          | 0.014          | 0.022            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.9</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.167</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.273</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.053</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>Direction</b> |                  |                  |                               |                   |                               |
| All Countries       |                |                | <b>0.004</b>     | 5.614            | 0.031            | -0.009                        | 0.024             | -0.041                        |
|                     |                |                | <b>-0.026</b>    |                  |                  |                               |                   |                               |
|                     |                |                | <b>-0.058</b>    |                  |                  |                               |                   |                               |
|                     |                |                | <b>-0.074</b>    |                  |                  |                               |                   |                               |



1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.076 Squared multiple R: 0.006

Adjusted squared multiple R: 0.000 Standard error of estimate: 0.977

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.504       | 0.046     | 0        |           | 119.878 | 0         |
| F13XCFP         | -0.019      | 0.042     | -0.022   | 0.456     | -0.443  | 0.658     |
| F13XCFV         | -0.029      | 0.045     | -0.028   | 0.565     | -0.645  | 0.519     |
| F13XCFP*F13XCFP | -0.007      | 0.022     | -0.014   | 0.544     | -0.316  | 0.752     |
| F13XCFV*F13XCFP | -0.024      | 0.03      | -0.035   | 0.57      | -0.81   | 0.418     |
| F13XCFV*F13XCFV | 0.031       | 0.028     | 0.042    | 0.741     | 1.11    | 0.267     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 5.102          | 5   | 1.02        | 1.068   | 0.376 |
| Residual   | 885.429        | 927 | 0.955       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                     |                     |                                  |                      |                                  |       |
|---------------------|----------------|----------------|------------------|------------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|-------|
|                     | 1.061          | 0.006          | 0.376            |                  | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |       |
| <b>Fit Slope</b>    |                |                | <b>P</b>         | <b>Direction</b> |                     |                     |                                  |                      |                                  |       |
| <b>Fit Curve</b>    |                |                | <b>0.303</b>     | <b>-0.048</b>    | All Countries       | 5.504               | -0.029                           | -0.007               | -0.024                           | 0.031 |
| <b>Misfit Slope</b> |                |                | <b>0.98</b>      | <b>0</b>         |                     |                     |                                  |                      |                                  |       |
| <b>Misfit Curve</b> |                |                | <b>0.891</b>     | <b>0.01</b>      |                     |                     |                                  |                      |                                  |       |
|                     |                |                | <b>0.387</b>     | <b>0.048</b>     |                     |                     |                                  |                      |                                  |       |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.187 Squared multiple R: 0.035

Adjusted squared multiple R: 0.030 Standard error of estimate: 0.963

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.583       | 0.039     | 0        |           | 141.447 | 0         |
| F10XCFP         | -0.011      | 0.045     | -0.009   | 0.787     | -0.239  | 0.811     |
| F10XCFV         | 0.048       | 0.058     | 0.028    | 0.903     | 0.818   | 0.413     |
| F10XCFP*F10XCFP | -0.111      | 0.028     | -0.145   | 0.792     | -3.995  | 0         |
| F10XCFV*F10XCFP | 0.121       | 0.066     | 0.068    | 0.771     | 1.844   | 0.066     |
| F10XCFV*F10XCFV | 0.034       | 0.061     | 0.019    | 0.894     | 0.564   | 0.573     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 31.177         | 5   | 6.235       | 6.726   | 0.000 |
| Residual   | 859.354        | 927 | 0.927       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.335          | 0.035          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.563</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.587</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.474</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.046</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.583            | 0.048                         | -0.111 ***        | 0.121                         | 0.034 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.065 Squared multiple R: 0.004

Adjusted squared multiple R: 0.000 Standard error of estimate: 0.978

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.555       | 0.045     | 0        |           | 123.294 | 0         |
| F18XCFP         | 0.021       | 0.035     | 0.027    | 0.529     | 0.591   | 0.555     |
| F18XCFV         | -0.017      | 0.038     | -0.016   | 0.826     | -0.449  | 0.654     |
| F18XCFP*F18XCFP | -0.023      | 0.016     | -0.064   | 0.546     | -1.444  | 0.149     |
| F18XCFV*F18XCFP | 0.034       | 0.027     | 0.044    | 0.923     | 1.275   | 0.202     |
| F18XCFV*F18XCFV | 0           | 0.028     | 0        | 0.823     | -0.002  | 0.999     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 3.72           | 5   | 0.744       | 0.778   | 0.566 |
| Residual   | 886.811        | 927 | 0.957       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |   |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|---|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |   |
|                     | 0.006          | 0.004          | 0.566            |                  |                  |                               |                   |                               |       |   |
| <b>Fit Slope</b>    |                |                | <b>0.937</b>     |                  |                  |                               |                   |                               |       |   |
| <b>Fit Curve</b>    |                |                | <b>0.749</b>     |                  |                  |                               |                   |                               |       |   |
| <b>Misfit Slope</b> |                |                | <b>0.515</b>     |                  |                  |                               |                   |                               |       |   |
| <b>Misfit Curve</b> |                |                | <b>0.208</b>     |                  |                  |                               |                   |                               |       |   |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |       |   |
| All Countries       |                |                |                  |                  |                  | 5.555                         | -0.017            | -0.023                        | 0.034 | 0 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.129 Squared multiple R: 0.017

Adjusted squared multiple R: 0.011 Standard error of estimate: 0.972

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.616       | 0.043     | 0        |           | 130.217 | 0         |
| F08XCFP         | -0.011      | 0.041     | -0.013   | 0.422     | -0.255  | 0.799     |
| F08XCFV         | 0.111       | 0.045     | 0.089    | 0.809     | 2.463   | 0.014     |
| F08XCFP*F08XCFP | -0.03       | 0.017     | -0.085   | 0.456     | -1.755  | 0.08      |
| F08XCFV*F08XCFP | -0.051      | 0.034     | -0.05    | 0.958     | -1.516  | 0.13      |
| F08XCFV*F08XCFV | -0.03       | 0.031     | -0.034   | 0.868     | -0.959  | 0.338     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 14.919         | 5   | 2.984       | 3.159   | 0.008 |
| Residual   | 875.612        | 927 | 0.945       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 3.905          | 0.017          | 0.008            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.048</b>   |                  |                  |                               | <b>0.1</b>        |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.016</b>     |                  |                  |                               | <b>-0.111</b>     |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.082</b>     |                  |                  |                               | <b>-0.122</b>     |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.86</b>      |                  |                  |                               | <b>-0.009</b>     |                               |  |
| All Countries       |                |                |                  | 5.616            | 0.111            | -0.03                         | -0.051            | -0.03                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.133 Squared multiple R: 0.018

Adjusted squared multiple R: 0.012 Standard error of estimate: 0.971

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.592       | 0.044     | 0        |           | 125.728 | 0         |
| F16XCFP         | -0.016      | 0.041     | -0.019   | 0.458     | -0.401  | 0.689     |
| F16XCFV         | 0.051       | 0.042     | 0.048    | 0.676     | 1.206   | 0.228     |
| F16XCFP*F16XCFP | -0.05       | 0.02      | -0.115   | 0.509     | -2.53   | 0.012     |
| F16XCFV*F16XCFP | -0.026      | 0.03      | -0.032   | 0.765     | -0.868  | 0.386     |
| F16XCFV*F16XCFV | 0.019       | 0.029     | 0.025    | 0.698     | 0.65    | 0.516     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.791         | 5   | 3.158       | 3.347   | 0.005 |
| Residual   | 874.74         | 927 | 0.944       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.573          | 0.018          | 0.005            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.449</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.117</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.335</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.936</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.592            | 0.051                         | -0.05 *           | -0.026                        | 0.019 |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.158 Squared multiple R: 0.025

Adjusted squared multiple R: 0.020 Standard error of estimate: 0.968

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.629       | 0.044     | 0        |           | 128.876 | 0         |
| F05XCFP         | 0.009       | 0.042     | 0.012    | 0.333     | 0.212   | 0.832     |
| F05XCFV         | 0.076       | 0.047     | 0.063    | 0.676     | 1.61    | 0.108     |
| F05XCFP*F05XCFP | -0.049      | 0.016     | -0.166   | 0.364     | -3.093  | 0.002     |
| F05XCFV*F05XCFP | -0.035      | 0.029     | -0.048   | 0.652     | -1.19   | 0.235     |
| F05XCFV*F05XCFV | 0.012       | 0.028     | 0.016    | 0.752     | 0.43    | 0.667     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 22.275         | 5   | 4.455       | 4.756   | 0.000 |
| Residual   | 868.256        | 927 | 0.937       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 3.052          | 0.025          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.081</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.041</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.369</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.953</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.085</b>     | <b>-0.072</b>    |                               |                   |                               |
| All Countries       |                |                |                  | 5.629            | 0.076            | -0.049 **                     | -0.035            | 0.012                         |

1053 case(s) deleted due to missing data.

Dep Var: F19RAWFP N: 933 Multiple R: 0.428 Squared multiple R: 0.183

Adjusted squared multiple R: 0.178 Standard error of estimate: 0.886

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.578       | 0.044     | 0        |           | 128.202 | 0         |
| F15XCFP         | -0.201      | 0.037     | -0.281   | 0.321     | -5.369  | 0         |
| F15XCFV         | -0.089      | 0.042     | -0.07    | 0.8       | -2.124  | 0.034     |
| F15XCFP*F15XCFP | -0.024      | 0.012     | -0.099   | 0.356     | -1.987  | 0.047     |
| F15XCFV*F15XCFP | 0.066       | 0.026     | 0.091    | 0.66      | 2.502   | 0.013     |
| F15XCFV*F15XCFV | 0.065       | 0.026     | 0.078    | 0.925     | 2.53    | 0.012     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 162.753        | 5   | 32.551      | 41.461  | 0.000 |
| Residual   | 727.778        | 927 | 0.785       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |         |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|---------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |         |
|                     | 37.092         | 0.183          | 0.000            |                  |                  |                               |                   |                               |         |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |         |
| <b>Fit Curve</b>    |                |                | <b>0.004</b>     |                  |                  |                               |                   |                               |         |
| <b>Misfit Slope</b> |                |                | <b>0.081</b>     |                  |                  |                               |                   |                               |         |
| <b>Misfit Curve</b> |                |                | <b>0.504</b>     |                  |                  |                               |                   |                               |         |
|                     |                |                |                  | <b>Direction</b> |                  |                               |                   |                               |         |
| All Countries       |                |                |                  |                  | 5.578 ***        | -0.089 *                      | -0.024 *          | 0.066 *                       | 0.065 * |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.113 Squared multiple R: 0.013

Adjusted squared multiple R: 0.007 Standard error of estimate: 0.848

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.966       | 0.044     | 0        |           | 135.484 | 0         |
| F03XCFP         | -0.019      | 0.055     | -0.021   | 0.271     | -0.341  | 0.733     |
| F03XCFV         | -0.039      | 0.074     | -0.023   | 0.562     | -0.524  | 0.6       |
| F03XCFP*F03XCFP | -0.036      | 0.02      | -0.101   | 0.345     | -1.81   | 0.071     |
| F03XCFV*F03XCFP | 0.026       | 0.061     | 0.022    | 0.393     | 0.432   | 0.666     |
| F03XCFV*F03XCFV | 0.105       | 0.079     | 0.058    | 0.569     | 1.336   | 0.182     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 8.54           | 5   | 1.708       | 2.377   | 0.037 |
| Residual   | 665.997        | 927 | 0.718       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.698          | 0.013          | 0.037            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.404</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.14</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.855</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.742</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.966            | -0.039                        | -0.036            | 0.026                         | 0.105 |



1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.109 Squared multiple R: 0.012

Adjusted squared multiple R: 0.006 Standard error of estimate: 0.848

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.031       | 0.046     | 0        |           | 132.224 | 0         |
| F19XCFP         | -0.025      | 0.057     | -0.029   | 0.252     | -0.446  | 0.656     |
| F19XCFV         | -0.112      | 0.066     | -0.074   | 0.562     | -1.694  | 0.091     |
| F19XCFP*F19XCFP | -0.04       | 0.02      | -0.105   | 0.375     | -1.964  | 0.05      |
| F19XCFV*F19XCFP | -0.007      | 0.054     | -0.006   | 0.495     | -0.123  | 0.902     |
| F19XCFV*F19XCFV | 0.012       | 0.054     | 0.008    | 0.886     | 0.232   | 0.816     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 7.973          | 5   | 1.595       | 2.218   | 0.051 |
| Residual   | 666.563        | 927 | 0.719       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |       |
|                     | 5.211          | 0.012          | 0.051            |                  |                  |                               |                   |                               |        |       |
| <b>Fit Slope</b>    |                |                | <b>P 0.023</b>   |                  |                  |                               |                   |                               |        |       |
| <b>Fit Curve</b>    |                |                | <b>0.598</b>     | <b>-0.137</b>    | All Countries    | 6.031                         | -0.112            | -0.04                         | -0.007 | 0.012 |
| <b>Misfit Slope</b> |                |                | <b>0.42</b>      | <b>0.087</b>     |                  |                               |                   |                               |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.817</b>     | <b>-0.021</b>    |                  |                               |                   |                               |        |       |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.117 Squared multiple R: 0.014

Adjusted squared multiple R: 0.008 Standard error of estimate: 0.847

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.036       | 0.046     | 0        | .         | 132.286 | 0         |
| F07XCFP         | 0.001       | 0.047     | 0.001    | 0.233     | 0.021   | 0.984     |
| F07XCFV         | -0.135      | 0.064     | -0.098   | 0.494     | -2.11   | 0.035     |
| F07XCFP*F07XCFP | -0.019      | 0.014     | -0.073   | 0.358     | -1.347  | 0.178     |
| F07XCFV*F07XCFP | -0.001      | 0.039     | -0.002   | 0.34      | -0.037  | 0.971     |
| F07XCFV*F07XCFV | 0.042       | 0.042     | 0.04     | 0.68      | 1.002   | 0.317     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 9.19           | 5   | 1.838       | 2.561   | 0.026 |
| Residual   | 665.347        | 927 | 0.718       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 5.56           | 0.014          | 0.026            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.019</b>   | <b>-0.134</b>    |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.588</b>     | <b>0.022</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.16</b>      | <b>0.136</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.724</b>     | <b>0.024</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 6.036            | -0.135           | -0.019                        | -0.001            | 0.042                         |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.255 Squared multiple R: 0.065

Adjusted squared multiple R: 0.060 Standard error of estimate: 0.825

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.942       | 0.037     | 0        |           | 159.54 | 0         |
| F20XCFP         | 0.123       | 0.036     | 0.17     | 0.41      | 3.423  | 0.001     |
| F20XCFV         | 0.234       | 0.046     | 0.182    | 0.793     | 5.109  | 0         |
| F20XCFP*F20XCFP | 0.011       | 0.015     | 0.036    | 0.458     | 0.777  | 0.437     |
| F20XCFV*F20XCFP | 0.055       | 0.035     | 0.064    | 0.623     | 1.581  | 0.114     |
| F20XCFV*F20XCFV | -0.057      | 0.044     | -0.044   | 0.886     | -1.306 | 0.192     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 44.002         | 5   | 8.8         | 12.938  | 0.000 |
| Residual   | 630.534        | 927 | 0.68        |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 52.923         | 0.065          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.861</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.094</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.102</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>0.357</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>0.009</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>-0.111</b>    |                  |                  |                               |                   |                               |
|                     |                |                | <b>-0.101</b>    |                  |                  |                               |                   |                               |
| All Countries       |                |                |                  | 5.942 **         | 0.234 ***        | 0.011                         | 0.055             | -0.057                        |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.126 Squared multiple R: 0.016

Adjusted squared multiple R: 0.011 Standard error of estimate: 0.846

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.004       | 0.041     | 0        |           | 146.117 | 0         |
| F01XCFP         | -0.065      | 0.06      | -0.065   | 0.291     | -1.077  | 0.282     |
| F01XCFV         | -0.097      | 0.07      | -0.067   | 0.459     | -1.392  | 0.164     |
| F01XCFP*F01XCFP | -0.064      | 0.026     | -0.124   | 0.403     | -2.42   | 0.016     |
| F01XCFV*F01XCFP | 0.074       | 0.058     | 0.059    | 0.49      | 1.268   | 0.205     |
| F01XCFV*F01XCFV | 0.038       | 0.061     | 0.026    | 0.627     | 0.631   | 0.528     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.767         | 5   | 2.153       | 3.007   | 0.011 |
| Residual   | 663.77         | 927 | 0.716       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size             |                  |                               |                   |                               |       |       |
|---------------------|----------------|----------------|------------------|-------------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|-------|
|                     |                |                |                  | b <sub>1</sub> X        | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |       |
|                     | 6.226          | 0.016          | 0.011            |                         |                  |                               |                   |                               |       |       |
| <b>Fit Slope</b>    |                |                | <b>P 0.013</b>   |                         |                  |                               |                   |                               |       |       |
| <b>Fit Curve</b>    |                |                | <b>0.413</b>     | <b>Direction -0.162</b> | All Countries    | 6.004                         | -0.097            | -0.064                        | 0.074 | 0.038 |
| <b>Misfit Slope</b> |                |                | <b>0.776</b>     | <b>0.032</b>            |                  |                               |                   |                               |       |       |
| <b>Misfit Curve</b> |                |                | <b>0.368</b>     | <b>-0.1</b>             |                  |                               |                   |                               |       |       |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.113 Squared multiple R: 0.013

Adjusted squared multiple R: 0.007 Standard error of estimate: 0.848

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 6.062       | 0.046     | 0        | .         | 131.36 | 0         |
| F21XCFP         | 0.008       | 0.045     | 0.011    | 0.295     | 0.179  | 0.858     |
| F21XCFV         | -0.012      | 0.041     | -0.012   | 0.708     | -0.297 | 0.766     |
| F21XCFP*F21XCFP | -0.023      | 0.016     | -0.072   | 0.382     | -1.369 | 0.171     |
| F21XCFV*F21XCFP | 0.011       | 0.028     | 0.017    | 0.571     | 0.392  | 0.695     |
| F21XCFV*F21XCFV | -0.055      | 0.03      | -0.063   | 0.921     | -1.861 | 0.063     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 8.566          | 5   | 1.713       | 2.385   | 0.037 |
| Residual   | 665.971        | 927 | 0.718       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.007          | 0.013          | 0.037            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.932</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.085</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.774</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.054</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 6.062            | -0.012                        | -0.023            | 0.011                         | -0.055 |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.084 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 0.850

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.982       | 0.038     | 0        |           | 158.767 | 0         |
| F02XCFP         | 0           | 0.032     | 0        | 0.685     | -0.012  | 0.991     |
| F02XCFV         | -0.028      | 0.036     | -0.027   | 0.889     | -0.777  | 0.437     |
| F02XCFP*F02XCFP | -0.034      | 0.018     | -0.074   | 0.69      | -1.874  | 0.061     |
| F02XCFV*F02XCFP | -0.014      | 0.031     | -0.016   | 0.839     | -0.442  | 0.658     |
| F02XCFV*F02XCFV | 0.026       | 0.03      | 0.031    | 0.841     | 0.868   | 0.386     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 4.801          | 5   | 0.96        | 1.329   | 0.249 |
| Residual   | 669.735        | 927 | 0.722       |         |       |

|                     | $F_c$ | $R^2$  | Whole Equation P |             |            |                |             |                |
|---------------------|-------|--------|------------------|-------------|------------|----------------|-------------|----------------|
|                     | 0.481 | 0.007  | 0.249            |             |            |                |             |                |
|                     |       |        | P                | Effect Size |            |                |             |                |
|                     |       |        | Direction        | $b_1$<br>X  | $b_2$<br>Y | $b_3$<br>$X^2$ | $b_4$<br>XY | $b_5$<br>$Y^2$ |
| <b>Fit Slope</b>    |       |        | <b>0.488</b>     |             |            |                |             |                |
| <b>Fit Curve</b>    |       |        | <b>0.557</b>     |             |            |                |             |                |
| <b>Misfit Slope</b> |       |        | <b>0.609</b>     |             |            |                |             |                |
| <b>Misfit Curve</b> |       |        | <b>0.907</b>     |             |            |                |             |                |
| All Countries       | 5.982 | -0.028 | -0.028           | -0.034      | -0.014     | 0.026          |             |                |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.123 Squared multiple R: 0.015

Adjusted squared multiple R: 0.010 Standard error of estimate: 0.847

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.983       | 0.041     | 0        |           | 145.639 | 0         |
| F09XCFP         | 0.062       | 0.024     | 0.098    | 0.748     | 2.606   | 0.009     |
| F09XCFV         | -0.027      | 0.03      | -0.033   | 0.824     | -0.924  | 0.356     |
| F09XCFP*F09XCFP | -0.019      | 0.014     | -0.051   | 0.772     | -1.386  | 0.166     |
| F09XCFV*F09XCFP | 0.011       | 0.021     | 0.019    | 0.741     | 0.491   | 0.624     |
| F09XCFV*F09XCFV | 0.003       | 0.019     | 0.007    | 0.745     | 0.173   | 0.863     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.17          | 5   | 2.034       | 2.838   | 0.015 |
| Residual   | 664.367        | 927 | 0.717       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation |                     |                     |                                  |                      |                                  |       |       |
|---------------------|----------------|----------------|----------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|-------|-------|
|                     |                |                | P              | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |       |       |
|                     | 1.191          | 0.015          | 0.015          |                     |                     |                                  |                      |                                  |       |       |
| <b>Fit Slope</b>    |                |                | <b>0.275</b>   |                     |                     |                                  |                      |                                  |       |       |
| <b>Fit Curve</b>    |                |                | <b>0.813</b>   |                     |                     |                                  |                      |                                  |       |       |
| <b>Misfit Slope</b> |                |                | <b>0.04</b>    |                     |                     |                                  |                      |                                  |       |       |
| <b>Misfit Curve</b> |                |                | <b>0.499</b>   |                     |                     |                                  |                      |                                  |       |       |
|                     |                |                |                | <b>P</b>            | <b>Direction</b>    |                                  |                      |                                  |       |       |
| All Countries       |                |                |                |                     |                     | 5.983 **                         | -0.027               | -0.019                           | 0.011 | 0.003 |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.174 Squared multiple R: 0.030

Adjusted squared multiple R: 0.025 Standard error of estimate: 0.840

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 6.088       | 0.039     | 0        |           | 157.65 | 0         |
| F12XCFP         | 0.006       | 0.028     | 0.008    | 0.669     | 0.202  | 0.84      |
| F12XCFV         | -0.027      | 0.027     | -0.035   | 0.877     | -1.009 | 0.313     |
| F12XCFP*F12XCFP | -0.062      | 0.016     | -0.155   | 0.653     | -3.871 | 0         |
| F12XCFV*F12XCFP | 0.008       | 0.021     | 0.014    | 0.745     | 0.381  | 0.703     |
| F12XCFV*F12XCFV | -0.031      | 0.018     | -0.061   | 0.852     | -1.736 | 0.083     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 20.367         | 5   | 4.073       | 5.772   | 0.000 |
| Residual   | 654.169        | 927 | 0.706       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.441          | 0.030          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.507</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.46</b>      |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.008</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.021</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.085</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.033</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.101</b>    |                  |                               |                   |                               |



1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.075 Squared multiple R: 0.006

Adjusted squared multiple R: 0.000 Standard error of estimate: 0.851

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.972       | 0.041     | 0        |           | 146.979 | 0         |
| F06XCFP         | 0.006       | 0.04      | 0.006    | 0.618     | 0.142   | 0.887     |
| F06XCFV         | -0.023      | 0.05      | -0.021   | 0.5       | -0.457  | 0.648     |
| F06XCFP*F06XCFP | -0.034      | 0.029     | -0.047   | 0.662     | -1.176  | 0.24      |
| F06XCFV*F06XCFP | -0.032      | 0.052     | -0.032   | 0.395     | -0.612  | 0.541     |
| F06XCFV*F06XCFV | 0.022       | 0.039     | 0.025    | 0.544     | 0.572   | 0.568     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 3.767          | 5   | 0.753       | 1.041   | 0.392 |
| Residual   | 670.769        | 927 | 0.724       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.151          | 0.006          | 0.392            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.698</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.254</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.72</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.838</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.972            | -0.023                        | -0.034            | -0.032                        | 0.022 |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.127 Squared multiple R: 0.016

Adjusted squared multiple R: 0.011 Standard error of estimate: 0.846

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.033       | 0.038     | 0        |           | 158.111 | 0         |
| F14XCFP         | 0.003       | 0.025     | 0.004    | 0.861     | 0.114   | 0.91      |
| F14XCFV         | -0.02       | 0.033     | -0.021   | 0.907     | -0.616  | 0.538     |
| F14XCFP*F14XCFP | -0.053      | 0.016     | -0.118   | 0.854     | -3.355  | 0.001     |
| F14XCFV*F14XCFP | 0.054       | 0.026     | 0.073    | 0.82      | 2.041   | 0.042     |
| F14XCFV*F14XCFV | -0.018      | 0.021     | -0.03    | 0.877     | -0.853  | 0.394     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.914         | 5   | 2.183       | 3.049   | 0.010 |
| Residual   | 663.623        | 927 | 0.716       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.242          | 0.016          | 0.010            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.623</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.533</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.621</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.005</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 6.033            | -0.02                         | -0.053 **         | 0.054 *                       | -0.018 |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.231 Squared multiple R: 0.053

Adjusted squared multiple R: 0.048 Standard error of estimate: 0.830

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.779       | 0.044     | 0        |           | 132.268 | 0         |
| F11XCFP         | 0.089       | 0.022     | 0.157    | 0.675     | 4.036   | 0         |
| F11XCFV         | -0.093      | 0.022     | -0.174   | 0.589     | -4.175  | 0         |
| F11XCFP*F11XCFP | 0.046       | 0.013     | 0.136    | 0.71      | 3.577   | 0         |
| F11XCFV*F11XCFP | 0.018       | 0.014     | 0.055    | 0.513     | 1.225   | 0.221     |
| F11XCFV*F11XCFV | 0           | 0.012     | 0        | 0.645     | -0.01   | 0.992     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 35.909         | 5   | 7.182       | 10.425  | 0.000 |
| Residual   | 638.627        | 927 | 0.689       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.039          | 0.053          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.843</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.324</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.004</b>    | <b>0.064</b>     |                               |                   |                               |
| All Countries       |                |                |                  | 5.779 ***        | -0.093 ***       | 0.046 ***                     | 0.018             | 0                             |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.094 Squared multiple R: 0.009

Adjusted squared multiple R: 0.003 Standard error of estimate: 0.849

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.01        | 0.042     | 0        |           | 143.751 | 0         |
| F17XCFP         | 0.017       | 0.024     | 0.03     | 0.638     | 0.727   | 0.467     |
| F17XCFV         | -0.01       | 0.028     | -0.016   | 0.55      | -0.358  | 0.72      |
| F17XCFP*F17XCFP | 0.002       | 0.013     | 0.006    | 0.771     | 0.161   | 0.872     |
| F17XCFV*F17XCFP | 0.011       | 0.017     | 0.03     | 0.545     | 0.669   | 0.504     |
| F17XCFV*F17XCFV | -0.04       | 0.016     | -0.105   | 0.613     | -2.514  | 0.012     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 5.94           | 5   | 1.188       | 1.647   | 0.145 |
| Residual   | 668.596        | 927 | 0.721       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                     |                     |                                  |                      |                                  |       |
|---------------------|----------------|----------------|------------------|------------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|-------|
|                     | 0.082          | 0.009          | 0.145            |                  | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |       |
| <b>Fit Slope</b>    |                |                | <b>P</b>         | <b>Direction</b> |                     |                     |                                  |                      |                                  |       |
| <b>Fit Curve</b>    |                |                | <b>0.774</b>     | <b>0.007</b>     | All Countries       | 6.01                | -0.01                            | 0.002                | 0.011                            | -0.04 |
| <b>Misfit Slope</b> |                |                | <b>0.113</b>     | <b>-0.027</b>    |                     |                     |                                  |                      |                                  |       |
| <b>Misfit Curve</b> |                |                | <b>0.55</b>      | <b>0.027</b>     |                     |                     |                                  |                      |                                  |       |
|                     |                |                | <b>0.147</b>     | <b>-0.049</b>    |                     |                     |                                  |                      |                                  |       |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.080 Squared multiple R: 0.006

Adjusted squared multiple R: 0.001 Standard error of estimate: 0.850

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.948       | 0.04      | 0        |           | 148.887 | 0         |
| F13XCFP         | 0.06        | 0.037     | 0.079    | 0.456     | 1.63    | 0.103     |
| F13XCFV         | -0.086      | 0.039     | -0.096   | 0.565     | -2.214  | 0.027     |
| F13XCFP*F13XCFP | -0.024      | 0.019     | -0.057   | 0.544     | -1.275  | 0.203     |
| F13XCFV*F13XCFP | 0.036       | 0.026     | 0.059    | 0.57      | 1.369   | 0.171     |
| F13XCFV*F13XCFV | -0.016      | 0.024     | -0.025   | 0.741     | -0.656  | 0.512     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 4.3            | 5   | 0.86        | 1.189   | 0.312 |
| Residual   | 670.236        | 927 | 0.723       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.43           | 0.006          | 0.312            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.512</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.883</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.023</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.117</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.948            | -0.086                        | -0.024            | 0.036                         | -0.016 |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.163 Squared multiple R: 0.026

Adjusted squared multiple R: 0.021 Standard error of estimate: 0.842

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.98        | 0.035     | 0        |           | 173.311 | 0         |
| F10XCFP         | -0.007      | 0.039     | -0.006   | 0.787     | -0.174  | 0.862     |
| F10XCFV         | 0.033       | 0.051     | 0.022    | 0.903     | 0.64    | 0.522     |
| F10XCFP*F10XCFP | -0.072      | 0.024     | -0.108   | 0.792     | -2.97   | 0.003     |
| F10XCFV*F10XCFP | 0.119       | 0.057     | 0.076    | 0.771     | 2.071   | 0.039     |
| F10XCFV*F10XCFV | 0.063       | 0.053     | 0.04     | 0.894     | 1.175   | 0.24      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 17.817         | 5   | 3.563       | 5.03    | 0.000 |
| Residual   | 656.72         | 927 | 0.708       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.213          | 0.026          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.644</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.127</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.58</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.138</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.98             | 0.033                         | -0.072 **         | 0.119 *                       | 0.063 |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.080 Squared multiple R: 0.006

Adjusted squared multiple R: 0.001 Standard error of estimate: 0.850

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.979       | 0.039     | 0        |           | 152.642 | 0         |
| F18XCFP         | 0.035       | 0.03      | 0.052    | 0.529     | 1.152   | 0.25      |
| F18XCFV         | 0.002       | 0.033     | 0.002    | 0.826     | 0.048   | 0.962     |
| F18XCFP*F18XCFP | -0.026      | 0.014     | -0.084   | 0.546     | -1.9    | 0.058     |
| F18XCFV*F18XCFP | 0.028       | 0.023     | 0.04     | 0.923     | 1.185   | 0.236     |
| F18XCFV*F18XCFV | 0.018       | 0.024     | 0.027    | 0.823     | 0.741   | 0.459     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 4.341          | 5   | 0.868       | 1.201   | 0.307 |
| Residual   | 670.195        | 927 | 0.723       |         |       |

|                     | $F_c$ | $R^2$ | Whole Equation P |               |            |                |             |                |       |
|---------------------|-------|-------|------------------|---------------|------------|----------------|-------------|----------------|-------|
|                     | 0.893 | 0.006 | 0.307            |               |            |                |             |                |       |
|                     |       |       | P                | Effect Size   |            |                |             |                |       |
|                     |       |       | Direction        | $b_1$<br>X    | $b_2$<br>Y | $b_3$<br>$X^2$ | $b_4$<br>XY | $b_5$<br>$Y^2$ |       |
| <b>Fit Slope</b>    |       |       | <b>0.345</b>     |               |            |                |             |                |       |
| <b>Fit Curve</b>    |       |       | <b>0.529</b>     | All Countries | 5.979      | 0.002          | -0.026      | 0.028          | 0.018 |
| <b>Misfit Slope</b> |       |       | <b>0.508</b>     |               |            |                |             |                |       |
| <b>Misfit Curve</b> |       |       | <b>0.361</b>     |               |            |                |             |                |       |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.083 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 0.850

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.006       | 0.038     | 0        |           | 159.222 | 0         |
| F08XCFP         | -0.004      | 0.036     | -0.006   | 0.422     | -0.12   | 0.904     |
| F08XCFV         | 0.069       | 0.04      | 0.063    | 0.809     | 1.741   | 0.082     |
| F08XCFP*F08XCFP | -0.008      | 0.015     | -0.025   | 0.456     | -0.518  | 0.605     |
| F08XCFV*F08XCFP | 0.028       | 0.03      | 0.031    | 0.958     | 0.926   | 0.355     |
| F08XCFV*F08XCFV | -0.047      | 0.027     | -0.06    | 0.868     | -1.711  | 0.087     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 4.652          | 5   | 0.93        | 1.287   | 0.267 |
| Residual   | 669.885        | 927 | 0.723       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 2.088          | 0.007          | 0.267            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.149</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.505</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.232</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.057</b>     |                  |                  |                               |                   |                               |
| All Countries       |                |                | <b>Direction</b> | 6.006            | 0.069            | -0.008                        | 0.028             | -0.047                        |



1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.148 Squared multiple R: 0.022

Adjusted squared multiple R: 0.017 Standard error of estimate: 0.844

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.019       | 0.039     | 0        |           | 155.806 | 0         |
| F16XCFP         | 0.022       | 0.036     | 0.03     | 0.458     | 0.629   | 0.529     |
| F16XCFV         | 0.057       | 0.037     | 0.062    | 0.676     | 1.567   | 0.118     |
| F16XCFP*F16XCFP | -0.051      | 0.017     | -0.135   | 0.509     | -2.971  | 0.003     |
| F16XCFV*F16XCFP | 0.031       | 0.026     | 0.044    | 0.765     | 1.175   | 0.24      |
| F16XCFV*F16XCFV | 0.003       | 0.026     | 0.004    | 0.698     | 0.113   | 0.91      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 14.808         | 5   | 2.962       | 4.161   | 0.001 |
| Residual   | 659.728        | 927 | 0.712       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 4.096          | 0.022          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.043</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.079</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.594</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>-0.017</b>    |                  |                  |                               |                   |                               |
|                     |                |                | <b>0.565</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>-0.035</b>    |                  |                  |                               |                   |                               |
|                     |                |                | <b>0.08</b>      |                  |                  |                               |                   |                               |
|                     |                |                | <b>-0.079</b>    |                  |                  |                               |                   |                               |
| All Countries       | 6.019          | 0.057          | -0.051 **        | 0.031            | 0.003            |                               |                   |                               |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.133 Squared multiple R: 0.018

Adjusted squared multiple R: 0.012 Standard error of estimate: 0.845

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 6.028       | 0.038     | 0        |           | 157.971 | 0         |
| F05XCFP         | -0.017      | 0.037     | -0.026   | 0.333     | -0.461  | 0.645     |
| F05XCFV         | 0.055       | 0.041     | 0.053    | 0.676     | 1.34    | 0.18      |
| F05XCFP*F05XCFP | -0.029      | 0.014     | -0.114   | 0.364     | -2.107  | 0.035     |
| F05XCFV*F05XCFP | -0.021      | 0.025     | -0.033   | 0.652     | -0.807  | 0.42      |
| F05XCFV*F05XCFV | 0.008       | 0.024     | 0.013    | 0.752     | 0.343   | 0.732     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 11.927         | 5   | 2.385       | 3.337   | 0.005 |
| Residual   | 662.609        | 927 | 0.715       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.822          | 0.018          | 0.005            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.365</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.177</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.27</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.99</b>      |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 6.028            | 0.055                         | -0.029            | -0.021                        | 0.008 |

1053 case(s) deleted due to missing data.

Dep Var: F04RAWFP N: 933 Multiple R: 0.223 Squared multiple R: 0.050

Adjusted squared multiple R: 0.045 Standard error of estimate: 0.832

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.861       | 0.041     | 0        |           | 143.542 | 0         |
| F15XCFP         | -0.063      | 0.035     | -0.101   | 0.321     | -1.786  | 0.074     |
| F15XCFV         | -0.172      | 0.039     | -0.156   | 0.8       | -4.356  | 0         |
| F15XCFP*F15XCFP | -0.002      | 0.012     | -0.007   | 0.356     | -0.137  | 0.891     |
| F15XCFV*F15XCFP | 0.045       | 0.025     | 0.072    | 0.66      | 1.826   | 0.068     |
| F15XCFV*F15XCFV | 0.077       | 0.024     | 0.106    | 0.925     | 3.193   | 0.001     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 33.588         | 5   | 6.718       | 9.716   | 0.000 |
| Residual   | 640.948        | 927 | 0.691       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 27.553         | 0.050          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.001</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.068</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.398</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.235</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.12</b>      |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.109</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.03</b>      |                  |                               |                   |                               |
| All Countries       |                |                |                  | 5.861            | -0.172 ***       | -0.002                        | 0.045             | 0.077 **                      |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.133 Squared multiple R: 0.018

Adjusted squared multiple R: 0.012 Standard error of estimate: 1.218

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.312       | 0.063     | 0        |           | 83.952 | 0         |
| F03XCFP         | -0.027      | 0.079     | -0.021   | 0.271     | -0.343 | 0.732     |
| F03XCFV         | 0.007       | 0.107     | 0.003    | 0.562     | 0.069  | 0.945     |
| F03XCFP*F03XCFP | -0.053      | 0.029     | -0.102   | 0.345     | -1.842 | 0.066     |
| F03XCFV*F03XCFP | 0.153       | 0.088     | 0.09     | 0.393     | 1.736  | 0.083     |
| F03XCFV*F03XCFV | 0.035       | 0.113     | 0.013    | 0.569     | 0.309  | 0.757     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 24.598         | 5   | 4.92        | 3.316   | 0.006 |
| Residual   | 1375.229       | 927 | 1.484       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|---------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |               |
|                     | 0.039          | 0.018          | 0.006            |                  |                  |                               |                   |                               |               |
| <b>Fit Slope</b>    |                |                | <b>0.843</b>     |                  |                  |                               |                   |                               |               |
| <b>Fit Curve</b>    |                |                | <b>0.145</b>     |                  |                  |                               |                   |                               |               |
| <b>Misfit Slope</b> |                |                | <b>0.829</b>     |                  |                  |                               |                   |                               |               |
| <b>Misfit Curve</b> |                |                | <b>0.353</b>     |                  |                  |                               |                   |                               |               |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |               |
| All Countries       |                |                |                  |                  | 5.312            | 0.007                         | -0.053            | 0.153                         | 0.035         |
|                     |                |                |                  |                  |                  |                               |                   |                               | <b>-0.02</b>  |
|                     |                |                |                  |                  |                  |                               |                   |                               | <b>0.135</b>  |
|                     |                |                |                  |                  |                  |                               |                   |                               | <b>-0.034</b> |
|                     |                |                |                  |                  |                  |                               |                   |                               | <b>-0.171</b> |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.142 Squared multiple R: 0.020

Adjusted squared multiple R: 0.015 Standard error of estimate: 1.216

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.435       | 0.065     | 0        | .         | 83.067 | 0         |
| F19XCFP         | 0.002       | 0.081     | 0.002    | 0.252     | 0.024  | 0.981     |
| F19XCFV         | -0.195      | 0.095     | -0.089   | 0.562     | -2.055 | 0.04      |
| F19XCFP*F19XCFP | -0.071      | 0.029     | -0.128   | 0.375     | -2.416 | 0.016     |
| F19XCFV*F19XCFP | -0.037      | 0.078     | -0.022   | 0.495     | -0.472 | 0.637     |
| F19XCFV*F19XCFV | 0.015       | 0.077     | 0.007    | 0.886     | 0.192  | 0.847     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 28.135         | 5   | 5.627       | 3.803   | 0.002 |
| Residual   | 1371.692       | 927 | 1.48        |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 5.007          | 0.020          | 0.002            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.025</b>   |                  |                  |                               | <b>-0.193</b>     |                               |
| <b>Fit Curve</b>    |                |                | <b>0.321</b>     |                  |                  |                               | <b>-0.093</b>     |                               |
| <b>Misfit Slope</b> |                |                | <b>0.202</b>     |                  |                  |                               | <b>0.197</b>      |                               |
| <b>Misfit Curve</b> |                |                | <b>0.883</b>     |                  |                  |                               | <b>-0.019</b>     |                               |
| All Countries       |                |                |                  | 5.435            | -0.195           | -0.071                        | -0.037            | 0.015                         |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.074 Squared multiple R: 0.005

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.226

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.331       | 0.058     | 0        |           | 92.349 | 0         |
| F04XCFP         | -0.061      | 0.076     | -0.043   | 0.384     | -0.807 | 0.42      |
| F04XCFV         | -0.052      | 0.082     | -0.025   | 0.674     | -0.635 | 0.526     |
| F04XCFP*F04XCFP | -0.051      | 0.045     | -0.059   | 0.405     | -1.14  | 0.255     |
| F04XCFV*F04XCFP | -0.102      | 0.086     | -0.056   | 0.48      | -1.183 | 0.237     |
| F04XCFV*F04XCFV | 0.022       | 0.087     | 0.01     | 0.617     | 0.248  | 0.804     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 7.579          | 5   | 1.516       | 1.009   | 0.411 |
| Residual   | 1392.248       | 927 | 1.502       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 1.696          | 0.005          | 0.411            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.193</b>   |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.105</b>     | <b>-0.113</b>    |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.945</b>     | <b>-0.131</b>    |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.67</b>      | <b>0.073</b>     |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 5.331            | -0.052           | -0.051                        | -0.102            | 0.022                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.486 Squared multiple R: 0.236

Adjusted squared multiple R: 0.232 Standard error of estimate: 1.074

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 5.446       | 0.049     | 0        |           | 112.286 | 0         |
| F20XCFP         | 0.321       | 0.047     | 0.307    | 0.41      | 6.852   | 0         |
| F20XCFV         | 0.218       | 0.06      | 0.118    | 0.793     | 3.646   | 0         |
| F20XCFP*F20XCFP | -0.061      | 0.019     | -0.134   | 0.458     | -3.161  | 0.002     |
| F20XCFV*F20XCFP | 0.127       | 0.045     | 0.102    | 0.623     | 2.818   | 0.005     |
| F20XCFV*F20XCFV | -0.073      | 0.057     | -0.039   | 0.886     | -1.287  | 0.198     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 330.448        | 5   | 66.09       | 57.29   | 0.000 |
| Residual   | 1069.379       | 927 | 1.154       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 70.936         | 0.236          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.909</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.229</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.001</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.539</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.007</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.103</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.261</b>    |                  |                               |                   |                               |
| All Countries       |                |                |                  | 5.446 ***        | 0.218 ***        | -0.061 **                     | 0.127 **          | -0.073                        |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.155 Squared multiple R: 0.024

Adjusted squared multiple R: 0.019 Standard error of estimate: 1.214

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.425       | 0.059     | 0        |           | 92.041 | 0         |
| F01XCFP         | -0.069      | 0.086     | -0.048   | 0.291     | -0.799 | 0.425     |
| F01XCFV         | -0.076      | 0.1       | -0.037   | 0.459     | -0.762 | 0.446     |
| F01XCFP*F01XCFP | -0.089      | 0.038     | -0.121   | 0.403     | -2.362 | 0.018     |
| F01XCFV*F01XCFP | 0.175       | 0.084     | 0.097    | 0.49      | 2.099  | 0.036     |
| F01XCFV*F01XCFV | -0.14       | 0.087     | -0.066   | 0.627     | -1.606 | 0.109     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 33.77          | 5   | 6.754       | 4.583   | 0.000 |
| Residual   | 1366.056       | 927 | 1.474       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 2.436          | 0.024          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.119</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.523</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.965</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.011</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.425            | -0.076                        | -0.089 *          | 0.175 *                       | -0.14 |



1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.129 Squared multiple R: 0.017

Adjusted squared multiple R: 0.011 Standard error of estimate: 1.219

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.43        | 0.066     | 0        | .         | 81.843 | 0         |
| F21XCFP         | 0.005       | 0.064     | 0.005    | 0.295     | 0.078  | 0.938     |
| F21XCFV         | -0.053      | 0.059     | -0.035   | 0.708     | -0.904 | 0.366     |
| F21XCFP*F21XCFP | -0.016      | 0.024     | -0.035   | 0.382     | -0.664 | 0.507     |
| F21XCFV*F21XCFP | 0.073       | 0.04      | 0.078    | 0.571     | 1.809  | 0.071     |
| F21XCFV*F21XCFV | -0.073      | 0.042     | -0.058   | 0.921     | -1.711 | 0.087     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 23.426         | 5   | 4.685       | 3.155   | 0.008 |
| Residual   | 1376.401       | 927 | 1.485       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.464          | 0.017          | 0.008            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.496</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.784</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.564</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.015</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.43             | -0.053                        | -0.016            | 0.073                         | -0.073 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.063 Squared multiple R: 0.004

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.226

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.333       | 0.054     | 0        |           | 98.106 | 0         |
| F02XCFP         | -0.002      | 0.046     | -0.002   | 0.685     | -0.048 | 0.962     |
| F02XCFV         | 0.01        | 0.053     | 0.007    | 0.889     | 0.193  | 0.847     |
| F02XCFP*F02XCFP | -0.042      | 0.026     | -0.064   | 0.69      | -1.622 | 0.105     |
| F02XCFV*F02XCFP | 0.022       | 0.045     | 0.017    | 0.839     | 0.482  | 0.63      |
| F02XCFV*F02XCFV | -0.004      | 0.044     | -0.003   | 0.841     | -0.098 | 0.922     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 5.472          | 5   | 1.094       | 0.728   | 0.603 |
| Residual   | 1394.355       | 927 | 1.504       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.018          | 0.004          | 0.603            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.894</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.632</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.875</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.385</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.333            | 0.01                          | -0.042            | 0.022                         | -0.004 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.150 Squared multiple R: 0.023

Adjusted squared multiple R: 0.017 Standard error of estimate: 1.215

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.339       | 0.059     | 0        |           | 90.575 | 0         |
| F09XCFP         | 0.075       | 0.034     | 0.082    | 0.748     | 2.198  | 0.028     |
| F09XCFV         | 0.06        | 0.042     | 0.05     | 0.824     | 1.403  | 0.161     |
| F09XCFP*F09XCFP | -0.045      | 0.02      | -0.083   | 0.772     | -2.257 | 0.024     |
| F09XCFV*F09XCFP | 0.026       | 0.031     | 0.032    | 0.741     | 0.849  | 0.396     |
| F09XCFV*F09XCFV | 0.018       | 0.028     | 0.025    | 0.745     | 0.653  | 0.514     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 31.705         | 5   | 6.341       | 4.297   | 0.001 |
| Residual   | 1368.121       | 927 | 1.476       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 8.816          | 0.023          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.003</b>   |                  |                  |                               | <b>0.135</b>      |                               |
| <b>Fit Curve</b>    |                |                | <b>0.977</b>     |                  |                  |                               | <b>-0.001</b>     |                               |
| <b>Misfit Slope</b> |                |                | <b>0.808</b>     |                  |                  |                               | <b>0.015</b>      |                               |
| <b>Misfit Curve</b> |                |                | <b>0.344</b>     |                  |                  |                               | <b>-0.053</b>     |                               |
| All Countries       |                |                |                  | 5.339 *          | 0.06             | -0.045 *                      | 0.026             | 0.018                         |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.168 Squared multiple R: 0.028

Adjusted squared multiple R: 0.023 Standard error of estimate: 1.211

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.452       | 0.056     | 0        | .         | 97.904 | 0         |
| F12XCFP         | 0.04        | 0.041     | 0.038    | 0.669     | 0.972  | 0.331     |
| F12XCFV         | 0.013       | 0.039     | 0.011    | 0.877     | 0.324  | 0.746     |
| F12XCFP*F12XCFP | -0.074      | 0.023     | -0.128   | 0.653     | -3.196 | 0.001     |
| F12XCFV*F12XCFP | 0.023       | 0.031     | 0.028    | 0.745     | 0.754  | 0.451     |
| F12XCFV*F12XCFV | -0.051      | 0.026     | -0.069   | 0.852     | -1.962 | 0.05      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 39.617         | 5   | 7.923       | 5.4     | 0.000 |
| Residual   | 1360.21        | 927 | 1.467       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 1.235          | 0.028          | 0.000            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.267</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.002</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.677</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.007</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.452            | 0.013                         | -0.074 **         | 0.023                         | -0.051 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.067 Squared multiple R: 0.004

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.226

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.336       | 0.059     | 0        |           | 91.109 | 0         |
| F06XCFP         | -0.007      | 0.058     | -0.005   | 0.618     | -0.116 | 0.908     |
| F06XCFV         | 0.065       | 0.072     | 0.042    | 0.5       | 0.908  | 0.364     |
| F06XCFP*F06XCFP | -0.029      | 0.042     | -0.028   | 0.662     | -0.701 | 0.484     |
| F06XCFV*F06XCFP | -0.068      | 0.075     | -0.047   | 0.395     | -0.901 | 0.368     |
| F06XCFV*F06XCFV | 0.014       | 0.056     | 0.011    | 0.544     | 0.254  | 0.799     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 6.228          | 5   | 1.246       | 0.829   | 0.529 |
| Residual   | 1393.599       | 927 | 1.503       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.862          | 0.004          | 0.529            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.354</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.137</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.53</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.707</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.336            | 0.065                         | -0.029            | -0.068                        | 0.014 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.171 Squared multiple R: 0.029

Adjusted squared multiple R: 0.024 Standard error of estimate: 1.211

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.368       | 0.055     | 0        |           | 98.315 | 0         |
| F14XCFP         | 0.085       | 0.036     | 0.082    | 0.861     | 2.358  | 0.019     |
| F14XCFV         | -0.083      | 0.047     | -0.06    | 0.907     | -1.768 | 0.077     |
| F14XCFP*F14XCFP | -0.078      | 0.023     | -0.12    | 0.854     | -3.423 | 0.001     |
| F14XCFV*F14XCFP | 0.073       | 0.038     | 0.07     | 0.82      | 1.948  | 0.052     |
| F14XCFV*F14XCFV | 0.002       | 0.03      | 0.002    | 0.877     | 0.051  | 0.959     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 40.816         | 5   | 8.163       | 5.568   | 0.000 |
| Residual   | 1359.01        | 927 | 1.466       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.002          | 0.029          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.968</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.944</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.012</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.018</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.368 *          | -0.083                        | -0.078 **         | 0.073                         | 0.002 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.194 Squared multiple R: 0.037

Adjusted squared multiple R: 0.032 Standard error of estimate: 1.206

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.217       | 0.063     | 0        |           | 82.208 | 0         |
| F11XCFP         | -0.103      | 0.032     | -0.126   | 0.675     | -3.206 | 0.001     |
| F11XCFV         | 0.062       | 0.033     | 0.079    | 0.589     | 1.892  | 0.059     |
| F11XCFP*F11XCFP | 0.038       | 0.019     | 0.078    | 0.71      | 2.05   | 0.041     |
| F11XCFV*F11XCFP | 0.034       | 0.021     | 0.074    | 0.513     | 1.649  | 0.099     |
| F11XCFV*F11XCFV | -0.001      | 0.017     | -0.002   | 0.645     | -0.043 | 0.966     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 52.484         | 5   | 10.497      | 7.222   | 0.000 |
| Residual   | 1347.342       | 927 | 1.453       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 1.636          | 0.037          | 0.000            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.201</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.003</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.936</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.217 **         | 0.062                         | 0.038 *           | 0.034                         | -0.001 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.066 Squared multiple R: 0.004

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.226

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.329       | 0.06      | 0        |           | 88.272 | 0         |
| F17XCFP         | -0.017      | 0.034     | -0.021   | 0.638     | -0.509 | 0.611     |
| F17XCFV         | 0.024       | 0.041     | 0.026    | 0.55      | 0.578  | 0.563     |
| F17XCFP*F17XCFP | -0.001      | 0.019     | -0.001   | 0.771     | -0.033 | 0.973     |
| F17XCFV*F17XCFP | 0.022       | 0.025     | 0.04     | 0.545     | 0.895  | 0.371     |
| F17XCFV*F17XCFV | -0.027      | 0.023     | -0.049   | 0.613     | -1.179 | 0.239     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 6.103          | 5   | 1.221       | 0.812   | 0.541 |
| Residual   | 1393.723       | 927 | 1.503       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.029          | 0.004          | 0.541            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.865</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.822</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.536</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.308</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.329            | 0.024                         | -0.001            | 0.022                         | -0.027 |



1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.052 Squared multiple R: 0.003

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.227

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.298       | 0.058     | 0        |           | 91.894 | 0         |
| F13XCFP         | 0.004       | 0.053     | 0.004    | 0.456     | 0.074  | 0.941     |
| F13XCFV         | -0.015      | 0.056     | -0.012   | 0.565     | -0.275 | 0.784     |
| F13XCFP*F13XCFP | -0.028      | 0.028     | -0.045   | 0.544     | -1.002 | 0.317     |
| F13XCFV*F13XCFP | -0.009      | 0.038     | -0.01    | 0.57      | -0.225 | 0.822     |
| F13XCFV*F13XCFV | 0.021       | 0.035     | 0.023    | 0.741     | 0.615  | 0.539     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 3.725          | 5   | 0.745       | 0.495   | 0.780 |
| Residual   | 1396.101       | 927 | 1.506       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.039          | 0.003          | 0.780            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.843</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.709</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.834</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.975</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 5.298            | -0.015                        | -0.028            | -0.009                        | 0.021 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.191 Squared multiple R: 0.037

Adjusted squared multiple R: 0.031 Standard error of estimate: 1.206

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.334       | 0.049     | 0        |           | 107.89 | 0         |
| F10XCFP         | -0.009      | 0.056     | -0.006   | 0.787     | -0.17  | 0.865     |
| F10XCFV         | 0.069       | 0.073     | 0.032    | 0.903     | 0.946  | 0.344     |
| F10XCFP*F10XCFP | -0.104      | 0.035     | -0.108   | 0.792     | -2.977 | 0.003     |
| F10XCFV*F10XCFP | 0.258       | 0.082     | 0.115    | 0.771     | 3.144  | 0.002     |
| F10XCFV*F10XCFV | 0.026       | 0.077     | 0.011    | 0.894     | 0.337  | 0.736     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 51.207         | 5   | 10.241      | 7.04    | 0.000 |
| Residual   | 1348.62        | 927 | 1.455       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.552          | 0.037          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.458</b>     |                  |                  |                               | <b>0.06</b>       |                               |
| <b>Fit Curve</b>    |                |                | <b>0.079</b>     |                  |                  |                               | <b>0.18</b>       |                               |
| <b>Misfit Slope</b> |                |                | <b>0.441</b>     |                  |                  |                               | <b>-0.078</b>     |                               |
| <b>Misfit Curve</b> |                |                | <b>0.007</b>     |                  |                  |                               | <b>-0.336</b>     |                               |
| All Countries       |                |                |                  | 5.334            | 0.069            | -0.104 **                     | 0.258 **          | 0.026                         |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.104 Squared multiple R: 0.011

Adjusted squared multiple R: 0.005 Standard error of estimate: 1.222

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.37        | 0.056     | 0        |           | 95.385 | 0         |
| F18XCFP         | 0.047       | 0.044     | 0.049    | 0.529     | 1.087  | 0.277     |
| F18XCFV         | 0.022       | 0.048     | 0.016    | 0.826     | 0.457  | 0.648     |
| F18XCFP*F18XCFP | -0.052      | 0.02      | -0.115   | 0.546     | -2.604 | 0.009     |
| F18XCFV*F18XCFP | 0.049       | 0.033     | 0.05     | 0.923     | 1.475  | 0.14      |
| F18XCFV*F18XCFV | -0.013      | 0.034     | -0.013   | 0.823     | -0.374 | 0.708     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.08          | 5   | 3.016       | 2.019   | 0.074 |
| Residual   | 1384.746       | 927 | 1.494       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |        |
|                     | 1.549          | 0.011          | 0.074            |                  |                  |                               |                   |                               |       |        |
| <b>Fit Slope</b>    |                |                | <b>0.214</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Fit Curve</b>    |                |                | <b>0.728</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Slope</b> |                |                | <b>0.724</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Curve</b> |                |                | <b>0.045</b>     |                  |                  |                               |                   |                               |       |        |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |       |        |
| All Countries       |                |                |                  |                  |                  | 5.37                          | 0.022             | -0.052 **                     | 0.049 | -0.013 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.113 Squared multiple R: 0.013

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.221

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.377       | 0.054     | 0        |           | 99.242 | 0         |
| F08XCFP         | -0.011      | 0.052     | -0.011   | 0.422     | -0.22  | 0.826     |
| F08XCFV         | 0.06        | 0.057     | 0.038    | 0.809     | 1.051  | 0.293     |
| F08XCFP*F08XCFP | -0.045      | 0.022     | -0.101   | 0.456     | -2.095 | 0.036     |
| F08XCFV*F08XCFP | -0.008      | 0.043     | -0.006   | 0.958     | -0.191 | 0.848     |
| F08XCFV*F08XCFV | -0.019      | 0.039     | -0.017   | 0.868     | -0.493 | 0.622     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 17.927         | 5   | 3.585       | 2.405   | 0.035 |
| Residual   | 1381.899       | 927 | 1.491       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.567          | 0.013          | 0.035            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.452</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.211</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.419</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.36</b>      |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 5.377            | 0.06                          | -0.045 *          | -0.008                        | -0.019 |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.098 Squared multiple R: 0.010

Adjusted squared multiple R: 0.004 Standard error of estimate: 1.223

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.343       | 0.056     | 0        |           | 95.415 | 0         |
| F16XCFP         | 0.013       | 0.052     | 0.012    | 0.458     | 0.257  | 0.797     |
| F16XCFV         | 0.039       | 0.053     | 0.029    | 0.676     | 0.739  | 0.46      |
| F16XCFP*F16XCFP | -0.053      | 0.025     | -0.099   | 0.509     | -2.162 | 0.031     |
| F16XCFV*F16XCFP | -0.025      | 0.038     | -0.024   | 0.765     | -0.647 | 0.518     |
| F16XCFV*F16XCFV | 0.03        | 0.037     | 0.032    | 0.698     | 0.816  | 0.415     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 13.428         | 5   | 2.686       | 1.796   | 0.111 |
| Residual   | 1386.398       | 927 | 1.496       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 0.844          | 0.010          | 0.111            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>0.359</b>     |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.294</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.768</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.98</b>      |                  |                  |                               |                   |                               |  |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |  |
| All Countries       |                |                |                  |                  |                  | 0.052                         | -0.048            |                               |  |

1053 case(s) deleted due to missing data.

Dep Var: F07RAWFP N: 933 Multiple R: 0.158 Squared multiple R: 0.025

Adjusted squared multiple R: 0.020 Standard error of estimate: 1.213

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 5.422       | 0.055     | 0        |           | 98.998 | 0         |
| F05XCFP         | 0.007       | 0.052     | 0.007    | 0.333     | 0.13   | 0.897     |
| F05XCFV         | 0.1         | 0.059     | 0.066    | 0.676     | 1.684  | 0.092     |
| F05XCFP*F05XCFP | -0.059      | 0.02      | -0.16    | 0.364     | -2.98  | 0.003     |
| F05XCFV*F05XCFP | -0.037      | 0.036     | -0.04    | 0.652     | -1.003 | 0.316     |
| F05XCFV*F05XCFV | 0.004       | 0.035     | 0.004    | 0.752     | 0.116  | 0.908     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 34.835         | 5   | 6.967       | 4.731   | 0.000 |
| Residual   | 1364.992       | 927 | 1.472       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 3.057          | 0.025          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.081</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.037</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.321</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.744</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.107</b>     | <b>-0.092</b>    |                               |                   |                               |
| All Countries       |                |                |                  | 5.422            | 0.1              | -0.059 **                     | -0.037            | 0.004                         |



1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.118 Squared multiple R: 0.014

Adjusted squared multiple R: 0.009 Standard error of estimate: 1.180

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.242       | 0.061     | 0        |           | 36.564 | 0         |
| F03XCFP         | 0.079       | 0.076     | 0.065    | 0.271     | 1.03   | 0.303     |
| F03XCFV         | 0.019       | 0.104     | 0.008    | 0.562     | 0.181  | 0.856     |
| F03XCFP*F03XCFP | 0.062       | 0.028     | 0.123    | 0.345     | 2.218  | 0.027     |
| F03XCFV*F03XCFP | -0.135      | 0.085     | -0.082   | 0.393     | -1.58  | 0.114     |
| F03XCFV*F03XCFV | 0.003       | 0.109     | 0.001    | 0.569     | 0.031  | 0.975     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 18.227         | 5   | 3.645       | 2.618   | 0.023 |
| Residual   | 1291.012       | 927 | 1.393       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 1.026          | 0.014          | 0.023            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.311</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.437</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.699</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.262</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.242            | 0.019                         | 0.062             | -0.135                        | 0.003 |



1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.145 Squared multiple R: 0.021

Adjusted squared multiple R: 0.016 Standard error of estimate: 1.176

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.172       | 0.063     | 0        | .         | 34.345 | 0         |
| F19XCFP         | 0.04        | 0.079     | 0.033    | 0.252     | 0.508  | 0.611     |
| F19XCFV         | 0.151       | 0.092     | 0.072    | 0.562     | 1.649  | 0.099     |
| F19XCFP*F19XCFP | 0.071       | 0.028     | 0.134    | 0.375     | 2.518  | 0.012     |
| F19XCFV*F19XCFP | -0.051      | 0.075     | -0.031   | 0.495     | -0.676 | 0.499     |
| F19XCFV*F19XCFV | -0.03       | 0.075     | -0.014   | 0.886     | -0.404 | 0.686     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 27.348         | 5   | 5.47        | 3.955   | 0.001 |
| Residual   | 1281.892       | 927 | 1.383       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 5.258          | 0.021          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.022</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.914</b>     | <b>0.191</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.456</b>     | <b>-0.01</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.464</b>     | <b>0.092</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.172            | 0.151            | 0.071                         | -0.051            | -0.03                         |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.083 Squared multiple R: 0.007

Adjusted squared multiple R: 0.001 Standard error of estimate: 1.184

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.221       | 0.056     | 0        |           | 39.819 | 0         |
| F04XCFP         | 0.014       | 0.074     | 0.01     | 0.384     | 0.197  | 0.844     |
| F04XCFV         | 0.124       | 0.08      | 0.062    | 0.674     | 1.557  | 0.12      |
| F04XCFP*F04XCFP | 0.06        | 0.044     | 0.071    | 0.405     | 1.374  | 0.17      |
| F04XCFV*F04XCFP | 0.062       | 0.083     | 0.035    | 0.48      | 0.743  | 0.458     |
| F04XCFV*F04XCFV | -0.04       | 0.084     | -0.02    | 0.617     | -0.471 | 0.638     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 8.944          | 5   | 1.789       | 1.275   | 0.272 |
| Residual   | 1300.295       | 927 | 1.403       |         |       |

|                     | $F_c$        | $R^2$ | Whole Equation P | Effect Size   |               |            |                |             |                |       |
|---------------------|--------------|-------|------------------|---------------|---------------|------------|----------------|-------------|----------------|-------|
|                     | 2.692        | 0.007 | 0.272            |               | $b_1$<br>X    | $b_2$<br>Y | $b_3$<br>$X^2$ | $b_4$<br>XY | $b_5$<br>$Y^2$ |       |
|                     | P            |       | P                | Direction     |               |            |                |             |                |       |
| <b>Fit Slope</b>    | <b>0.101</b> |       | <b>0.101</b>     | <b>0.138</b>  | All Countries | 2.221      | 0.124          | 0.06        | 0.062          | -0.04 |
| <b>Fit Curve</b>    | <b>0.296</b> |       | <b>0.296</b>     | <b>0.082</b>  |               |            |                |             |                |       |
| <b>Misfit Slope</b> | <b>0.393</b> |       | <b>0.393</b>     | <b>-0.11</b>  |               |            |                |             |                |       |
| <b>Misfit Curve</b> | <b>0.799</b> |       | <b>0.799</b>     | <b>-0.042</b> |               |            |                |             |                |       |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.112 Squared multiple R: 0.013

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.181

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.21        | 0.064     | 0        |           | 34.746 | 0         |
| F07XCFP         | 0.039       | 0.065     | 0.041    | 0.233     | 0.601  | 0.548     |
| F07XCFV         | 0.075       | 0.089     | 0.039    | 0.494     | 0.843  | 0.399     |
| F07XCFP*F07XCFP | 0.029       | 0.019     | 0.083    | 0.358     | 1.53   | 0.126     |
| F07XCFV*F07XCFP | -0.06       | 0.055     | -0.061   | 0.34      | -1.097 | 0.273     |
| F07XCFV*F07XCFV | -0.018      | 0.059     | -0.012   | 0.68      | -0.307 | 0.759     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 16.447         | 5   | 3.289       | 2.359   | 0.039 |
| Residual   | 1292.792       | 927 | 1.395       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 2.09           | 0.013          | 0.039            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.149</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.399</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.791</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.476</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 2.21             | 0.075                         | 0.029             | -0.06                         | -0.018 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.371 Squared multiple R: 0.138

Adjusted squared multiple R: 0.133 Standard error of estimate: 1.104

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.234       | 0.05      | 0        |           | 44.82  | 0         |
| F20XCFP         | -0.171      | 0.048     | -0.169   | 0.41      | -3.541 | 0         |
| F20XCFV         | -0.314      | 0.061     | -0.175   | 0.793     | -5.117 | 0         |
| F20XCFP*F20XCFP | 0.062       | 0.02      | 0.142    | 0.458     | 3.144  | 0.002     |
| F20XCFV*F20XCFP | -0.102      | 0.046     | -0.085   | 0.623     | -2.199 | 0.028     |
| F20XCFV*F20XCFV | -0.009      | 0.059     | -0.005   | 0.886     | -0.149 | 0.882     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 180.097        | 5   | 36.019      | 29.571  | 0.000 |
| Residual   | 1129.142       | 927 | 1.218       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 54.292         | 0.138          | 0.000            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.477</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.106</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.059</b>     |                  |                  |                               |                   |                               |  |
|                     |                |                |                  | <b>-0.485</b>    |                  |                               |                   |                               |  |
|                     |                |                |                  | <b>-0.049</b>    |                  |                               |                   |                               |  |
|                     |                |                |                  | <b>0.143</b>     |                  |                               |                   |                               |  |
|                     |                |                |                  | <b>0.155</b>     |                  |                               |                   |                               |  |
| All Countries       | 2.234 ***      |                |                  | -0.314 ***       | 0.062 **         | -0.102 *                      | -0.009            |                               |  |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.147 Squared multiple R: 0.022

Adjusted squared multiple R: 0.016 Standard error of estimate: 1.175

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.214       | 0.057     | 0        |           | 38.791 | 0         |
| F01XCFP         | 0.181       | 0.084     | 0.13     | 0.291     | 2.165  | 0.031     |
| F01XCFV         | 0.092       | 0.097     | 0.046    | 0.459     | 0.951  | 0.342     |
| F01XCFP*F01XCFP | 0.128       | 0.037     | 0.178    | 0.403     | 3.482  | 0.001     |
| F01XCFV*F01XCFP | -0.141      | 0.081     | -0.081   | 0.49      | -1.742 | 0.082     |
| F01XCFV*F01XCFV | -0.012      | 0.085     | -0.006   | 0.627     | -0.138 | 0.89      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 28.404         | 5   | 5.681       | 4.111   | 0.001 |
| Residual   | 1280.835       | 927 | 1.382       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 9.2            | 0.022          | 0.001            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.002</b>   |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.273</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.761</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.57</b>      |                  |                  |                               |                   |                               |  |
|                     |                |                | <b>0.089</b>     |                  |                  |                               |                   |                               |  |
|                     |                |                | <b>0.257</b>     |                  |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.214 *          | 0.092            | 0.128 **                      | -0.141            | -0.012                        |  |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.142 Squared multiple R: 0.020

Adjusted squared multiple R: 0.015 Standard error of estimate: 1.176

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.166       | 0.064     | 0        | .         | 33.822 | 0         |
| F21XCFP         | 0.108       | 0.062     | 0.105    | 0.295     | 1.756  | 0.079     |
| F21XCFV         | 0.055       | 0.057     | 0.037    | 0.708     | 0.966  | 0.334     |
| F21XCFP*F21XCFP | 0.06        | 0.023     | 0.138    | 0.382     | 2.62   | 0.009     |
| F21XCFV*F21XCFP | -0.077      | 0.039     | -0.085   | 0.571     | -1.981 | 0.048     |
| F21XCFV*F21XCFV | 0.034       | 0.041     | 0.028    | 0.921     | 0.825  | 0.41      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 26.214         | 5   | 5.243       | 3.788   | 0.002 |
| Residual   | 1283.025       | 927 | 1.384       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation |                     |                     |                                  |                      |                                  |       |
|---------------------|----------------|----------------|----------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|-------|
|                     |                |                | P              | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |       |
|                     | 5.746          | 0.020          | 0.002          |                     |                     |                                  |                      |                                  |       |
| <b>Fit Slope</b>    |                |                | <b>0.017</b>   |                     |                     |                                  |                      |                                  |       |
| <b>Fit Curve</b>    |                |                | <b>0.76</b>    |                     |                     |                                  |                      |                                  |       |
| <b>Misfit Slope</b> |                |                | <b>0.579</b>   |                     |                     |                                  |                      |                                  |       |
| <b>Misfit Curve</b> |                |                | <b>0.007</b>   |                     |                     |                                  |                      |                                  |       |
|                     |                |                | Effect Size    |                     |                     |                                  |                      |                                  |       |
|                     |                |                | P              | Direction           |                     |                                  |                      |                                  |       |
| All Countries       |                |                |                |                     | 2.166               | 0.055                            | 0.06 **              | -0.077 *                         | 0.034 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.132 Squared multiple R: 0.017

Adjusted squared multiple R: 0.012 Standard error of estimate: 1.178

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.188       | 0.052     | 0        |           | 41.903 | 0         |
| F02XCFP         | 0.05        | 0.044     | 0.045    | 0.685     | 1.143  | 0.254     |
| F02XCFV         | 0.018       | 0.05      | 0.012    | 0.889     | 0.357  | 0.721     |
| F02XCFP*F02XCFP | 0.087       | 0.025     | 0.136    | 0.69      | 3.468  | 0.001     |
| F02XCFV*F02XCFP | -0.101      | 0.043     | -0.083   | 0.839     | -2.346 | 0.019     |
| F02XCFV*F02XCFV | 0.024       | 0.042     | 0.02     | 0.841     | 0.57   | 0.569     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 22.665         | 5   | 4.533       | 3.266   | 0.006 |
| Residual   | 1286.575       | 927 | 1.388       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 1.429          | 0.017          | 0.006            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.232</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.844</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.668</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.005</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.188            | 0.018                         | 0.087 **          | -0.101 *                      | 0.024 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.081 Squared multiple R: 0.007

Adjusted squared multiple R: 0.001 Standard error of estimate: 1.185

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.248       | 0.057     | 0        |           | 39.109 | 0         |
| F09XCFP         | -0.057      | 0.033     | -0.065   | 0.748     | -1.719 | 0.086     |
| F09XCFV         | 0.011       | 0.041     | 0.009    | 0.824     | 0.258  | 0.797     |
| F09XCFP*F09XCFP | 0.015       | 0.02      | 0.029    | 0.772     | 0.787  | 0.431     |
| F09XCFV*F09XCFP | -0.001      | 0.03      | -0.002   | 0.741     | -0.046 | 0.963     |
| F09XCFV*F09XCFV | 0.008       | 0.027     | 0.011    | 0.745     | 0.279  | 0.781     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 8.599          | 5   | 1.72        | 1.226   | 0.295 |
| Residual   | 1300.64        | 927 | 1.403       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 1.103          | 0.007          | 0.295            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.294</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.505</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.265</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.657</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.248            | 0.011                         | 0.015             | -0.001                        | 0.008 |



1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.117 Squared multiple R: 0.014

Adjusted squared multiple R: 0.008 Standard error of estimate: 1.180

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.181       | 0.054     | 0        |           | 40.193 | 0         |
| F12XCFP         | -0.007      | 0.04      | -0.007   | 0.669     | -0.183 | 0.855     |
| F12XCFV         | 0.059       | 0.038     | 0.054    | 0.877     | 1.557  | 0.12      |
| F12XCFP*F12XCFP | 0.056       | 0.023     | 0.099    | 0.653     | 2.461  | 0.014     |
| F12XCFV*F12XCFP | 0.012       | 0.03      | 0.015    | 0.745     | 0.394  | 0.693     |
| F12XCFV*F12XCFV | 0.005       | 0.025     | 0.007    | 0.852     | 0.195  | 0.845     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 17.789         | 5   | 3.558       | 2.554   | 0.026 |
| Residual   | 1291.45        | 927 | 1.393       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 1.291          | 0.014          | 0.026            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.256</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.024</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.29</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.364</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.181            | 0.059                         | 0.056             | 0.012                         | 0.005 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.109 Squared multiple R: 0.012

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.181

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.18        | 0.056     | 0        |           | 38.634 | 0         |
| F06XCFP         | 0.056       | 0.056     | 0.042    | 0.618     | 1.001  | 0.317     |
| F06XCFV         | 0.021       | 0.069     | 0.014    | 0.5       | 0.308  | 0.758     |
| F06XCFP*F06XCFP | 0.085       | 0.041     | 0.084    | 0.662     | 2.089  | 0.037     |
| F06XCFV*F06XCFP | 0.024       | 0.073     | 0.017    | 0.395     | 0.333  | 0.74      |
| F06XCFV*F06XCFV | 0.024       | 0.054     | 0.02     | 0.544     | 0.446  | 0.656     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.501         | 5   | 3.1         | 2.221   | 0.050 |
| Residual   | 1293.738       | 927 | 1.396       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 1.63           | 0.012          | 0.050            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>0.202</b>     |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.014</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.752</b>     |                  |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.53</b>      |                  |                  |                               |                   |                               |  |
|                     |                |                |                  | <b>0.077</b>     | <b>0.133</b>     |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.18             | 0.021            | 0.085                         | 0.024             | 0.024                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.135 Squared multiple R: 0.018

Adjusted squared multiple R: 0.013 Standard error of estimate: 1.178

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.21        | 0.053     | 0        |           | 41.623 | 0         |
| F14XCFP         | -0.047      | 0.035     | -0.047   | 0.861     | -1.328 | 0.184     |
| F14XCFV         | 0.068       | 0.046     | 0.051    | 0.907     | 1.49   | 0.137     |
| F14XCFP*F14XCFP | 0.058       | 0.022     | 0.092    | 0.854     | 2.618  | 0.009     |
| F14XCFV*F14XCFP | -0.087      | 0.037     | -0.085   | 0.82      | -2.362 | 0.018     |
| F14XCFV*F14XCFV | 0.022       | 0.03      | 0.026    | 0.877     | 0.756  | 0.45      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 23.776         | 5   | 4.755       | 3.429   | 0.004 |
| Residual   | 1285.463       | 927 | 1.387       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.19           | 0.018          | 0.004            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.663</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.871</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.078</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.007</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.21             | 0.068                         | 0.058 **          | -0.087 *                      | 0.022 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.238 Squared multiple R: 0.057

Adjusted squared multiple R: 0.052 Standard error of estimate: 1.154

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.271       |           | 0.061    |           | 37.379 | 0         |
| F11XCFP         | 0.121       |           | 0.031    | 0.153     | 3.928  | 0         |
| F11XCFV         | 0.004       |           | 0.031    | 0.006     | 0.135  | 0.893     |
| F11XCFP*F11XCFP | 0.003       |           | 0.018    | 0.005     | 0.142  | 0.887     |
| F11XCFV*F11XCFP | -0.071      |           | 0.02     | -0.159    | -3.565 | 0         |
| F11XCFV*F11XCFV | 0.014       |           | 0.016    | 0.033     | 0.838  | 0.402     |

Analysis of Variance

| Source     | Sum-of-Sq | df  | Mean-Sq | F-ratio | P     |
|------------|-----------|-----|---------|---------|-------|
| Regression | 74.207    | 5   | 14.841  | 11.14   | 0.000 |
| Residual   | 1235.032  | 927 | 1.332   |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 16.336         | 0.057          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.004</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.03</b>      |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.03</b>      |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.125</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.054</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.117</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.088</b>     |                  |                               |                   |                               |

|               | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|---------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
| All Countries | 2.271 ***        | 0.004            | 0.003                         | -0.071 ***        | 0.014                         |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.121 Squared multiple R: 0.015

Adjusted squared multiple R: 0.009 Standard error of estimate: 1.180

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.182       | 0.058     | 0        |           | 37.567 | 0         |
| F17XCFP         | 0.054       | 0.033     | 0.067    | 0.638     | 1.645  | 0.1       |
| F17XCFV         | 0.011       | 0.039     | 0.013    | 0.55      | 0.288  | 0.773     |
| F17XCFP*F17XCFP | 0.011       | 0.019     | 0.023    | 0.771     | 0.611  | 0.541     |
| F17XCFV*F17XCFP | -0.036      | 0.024     | -0.066   | 0.545     | -1.498 | 0.135     |
| F17XCFV*F17XCFV | 0.052       | 0.022     | 0.098    | 0.613     | 2.364  | 0.018     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 19.159         | 5   | 3.832       | 2.753   | 0.018 |
| Residual   | 1290.08        | 927 | 1.392       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 3.579          | 0.015          | 0.018            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.059</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.227</b>     | <b>0.065</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.5</b>       | <b>0.027</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.035</b>     | <b>0.043</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.182            | 0.011            | 0.011                         | -0.036            | 0.052                         |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.068 Squared multiple R: 0.005

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.186

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.323       | 0.056     | 0        |           | 41.705 | 0         |
| F13XCFP         | -0.006      | 0.051     | -0.006   | 0.456     | -0.124 | 0.901     |
| F13XCFV         | 0.022       | 0.054     | 0.017    | 0.565     | 0.397  | 0.691     |
| F13XCFP*F13XCFP | 0.001       | 0.027     | 0.001    | 0.544     | 0.033  | 0.974     |
| F13XCFV*F13XCFP | 0.041       | 0.037     | 0.048    | 0.57      | 1.113  | 0.266     |
| F13XCFV*F13XCFV | -0.037      | 0.033     | -0.043   | 0.741     | -1.117 | 0.264     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 6.129          | 5   | 1.226       | 0.872   | 0.499 |
| Residual   | 1303.11        | 927 | 1.406       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.074          | 0.005          | 0.499            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.786</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.911</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.755</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.253</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 2.323            | 0.022                         | 0.001             | 0.041                         | -0.037 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.134 Squared multiple R: 0.018

Adjusted squared multiple R: 0.013 Standard error of estimate: 1.178

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.222       | 0.048     | 0        |           | 46.023 | 0         |
| F10XCFP         | -0.046      | 0.054     | -0.031   | 0.787     | -0.849 | 0.396     |
| F10XCFV         | -0.012      | 0.072     | -0.006   | 0.903     | -0.165 | 0.869     |
| F10XCFP*F10XCFP | 0.09        | 0.034     | 0.097    | 0.792     | 2.64   | 0.008     |
| F10XCFV*F10XCFP | -0.169      | 0.08      | -0.078   | 0.771     | -2.108 | 0.035     |
| F10XCFV*F10XCFV | 0.045       | 0.075     | 0.021    | 0.894     | 0.608  | 0.543     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 23.533         | 5   | 4.707       | 3.393   | 0.005 |
| Residual   | 1285.707       | 927 | 1.387       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.544          | 0.018          | 0.005            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.461</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.734</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.73</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.012</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.222            | -0.012                        | 0.09 **           | -0.169 *                      | 0.045 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.122 Squared multiple R: 0.015

Adjusted squared multiple R: 0.010 Standard error of estimate: 1.179

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.19        | 0.054     | 0        |           | 40.314 | 0         |
| F18XCFP         | 0.008       | 0.042     | 0.008    | 0.529     | 0.179  | 0.858     |
| F18XCFV         | 0.009       | 0.046     | 0.007    | 0.826     | 0.199  | 0.843     |
| F18XCFP*F18XCFP | 0.043       | 0.019     | 0.099    | 0.546     | 2.253  | 0.025     |
| F18XCFV*F18XCFP | -0.052      | 0.032     | -0.055   | 0.923     | -1.625 | 0.104     |
| F18XCFV*F18XCFV | 0.038       | 0.033     | 0.041    | 0.823     | 1.142  | 0.254     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 19.646         | 5   | 3.929       | 2.824   | 0.015 |
| Residual   | 1289.593       | 927 | 1.391       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.097          | 0.015          | 0.015            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.756</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.497</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.982</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.015</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.19             | 0.009                         | 0.043 *           | -0.052                        | 0.038 |



1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.054 Squared multiple R: 0.003

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.187

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.231       | 0.054     | 0        |           | 41.062 | 0         |
| F16XCFP         | -0.02       | 0.05      | -0.019   | 0.458     | -0.392 | 0.695     |
| F16XCFV         | -0.007      | 0.051     | -0.005   | 0.676     | -0.134 | 0.893     |
| F16XCFP*F16XCFP | 0.033       | 0.024     | 0.062    | 0.509     | 1.36   | 0.174     |
| F16XCFV*F16XCFP | 0.003       | 0.037     | 0.003    | 0.765     | 0.09   | 0.928     |
| F16XCFV*F16XCFV | 0.009       | 0.036     | 0.01     | 0.698     | 0.242  | 0.809     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 3.837          | 5   | 0.767       | 0.545   | 0.742 |
| Residual   | 1305.402       | 927 | 1.408       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.23           | 0.003          | 0.742            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.632</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.313</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.881</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.548</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.231            | -0.007                        | 0.033             | 0.003                         | 0.009 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.108 Squared multiple R: 0.012

Adjusted squared multiple R: 0.006 Standard error of estimate: 1.181

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.19        | 0.053     | 0        |           | 41.078 | 0         |
| F05XCFP         | -0.001      | 0.051     | -0.001   | 0.333     | -0.025 | 0.98      |
| F05XCFV         | -0.076      | 0.058     | -0.052   | 0.676     | -1.317 | 0.188     |
| F05XCFP*F05XCFP | 0.033       | 0.019     | 0.092    | 0.364     | 1.693  | 0.091     |
| F05XCFV*F05XCFP | -0.006      | 0.035     | -0.006   | 0.652     | -0.157 | 0.875     |
| F05XCFV*F05XCFV | 0.016       | 0.034     | 0.018    | 0.752     | 0.479  | 0.632     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.398         | 5   | 3.08        | 2.206   | 0.052 |
| Residual   | 1293.841       | 927 | 1.396       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 1.695          | 0.012          | 0.052            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.193</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.312</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.413</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.332</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.19             | -0.076                        | 0.033             | -0.006                        | 0.016 |

1053 case(s) deleted due to missing data.

Dep Var: F08RAWFP N: 933 Multiple R: 0.410 Squared multiple R: 0.168

Adjusted squared multiple R: 0.164 Standard error of estimate: 1.084

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.193       | 0.053     | 0        |           | 41.197 | 0         |
| F15XCFP         | 0.341       | 0.046     | 0.394    | 0.321     | 7.458  | 0         |
| F15XCFV         | 0.063       | 0.051     | 0.041    | 0.8       | 1.23   | 0.219     |
| F15XCFP*F15XCFP | -0.001      | 0.015     | -0.003   | 0.356     | -0.053 | 0.958     |
| F15XCFV*F15XCFP | -0.021      | 0.032     | -0.024   | 0.66      | -0.645 | 0.519     |
| F15XCFV*F15XCFV | -0.035      | 0.031     | -0.035   | 0.925     | -1.116 | 0.265     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 220.019        | 5   | 44.004      | 37.45   | 0.000 |
| Residual   | 1089.22        | 927 | 1.175       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 48.173         | 0.168          | 0.000            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>0</b>         | <b>0.404</b>     |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.216</b>     | <b>-0.057</b>    |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0</b>         | <b>0.278</b>     |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.747</b>     | <b>-0.015</b>    |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.193 ***        | 0.063            | -0.001                        | -0.021            | -0.035                        |  |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.141 Squared multiple R: 0.020

Adjusted squared multiple R: 0.015 Standard error of estimate: 1.137

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.456       | 0.059     | 0        |           | 41.604 | 0         |
| F03XCFP         | 0.047       | 0.074     | 0.04     | 0.271     | 0.639  | 0.523     |
| F03XCFV         | -0.109      | 0.1       | -0.047   | 0.562     | -1.091 | 0.275     |
| F03XCFP*F03XCFP | 0.064       | 0.027     | 0.132    | 0.345     | 2.39   | 0.017     |
| F03XCFV*F03XCFP | -0.158      | 0.082     | -0.099   | 0.393     | -1.917 | 0.055     |
| F03XCFV*F03XCFV | 0.011       | 0.105     | 0.005    | 0.569     | 0.108  | 0.914     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 24.287         | 5   | 4.857       | 3.76    | 0.002 |
| Residual   | 1197.524       | 927 | 1.292       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.448          | 0.020          | 0.002            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.504</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.341</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.295</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.175</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.456            | -0.109                        | 0.064             | -0.158                        | 0.011 |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.146 Squared multiple R: 0.021

Adjusted squared multiple R: 0.016 Standard error of estimate: 1.136

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.413       | 0.061     | 0        |           | 39.504 | 0         |
| F19XCFP         | 0.076       | 0.076     | 0.065    | 0.252     | 1.007  | 0.314     |
| F19XCFV         | -0.012      | 0.088     | -0.006   | 0.562     | -0.138 | 0.89      |
| F19XCFP*F19XCFP | 0.096       | 0.027     | 0.186    | 0.375     | 3.5    | 0         |
| F19XCFV*F19XCFP | -0.025      | 0.073     | -0.016   | 0.495     | -0.34  | 0.734     |
| F19XCFV*F19XCFV | -0.03       | 0.072     | -0.014   | 0.886     | -0.411 | 0.681     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 25.998         | 5   | 5.2         | 4.031   | 0.001 |
| Residual   | 1195.814       | 927 | 1.29        |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.637          | 0.021          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.425</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.635</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.538</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.455</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.064</b>     | <b>0.041</b>     | <b>0.088</b>                  | <b>0.091</b>      |                               |
| All Countries       | 2.413          | -0.012         | 0.096 ***        | -0.025           | -0.03            |                               |                   |                               |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.113 Squared multiple R: 0.013

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.141

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.45        | 0.054     | 0        |           | 45.588 | 0         |
| F04XCFP         | 0.033       | 0.071     | 0.025    | 0.384     | 0.468  | 0.64      |
| F04XCFV         | -0.038      | 0.077     | -0.02    | 0.674     | -0.499 | 0.618     |
| F04XCFP*F04XCFP | 0.099       | 0.042     | 0.121    | 0.405     | 2.354  | 0.019     |
| F04XCFV*F04XCFP | 0.035       | 0.08      | 0.02     | 0.48      | 0.434  | 0.665     |
| F04XCFV*F04XCFV | -0.115      | 0.081     | -0.059   | 0.617     | -1.415 | 0.157     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.578         | 5   | 3.116       | 2.394   | 0.036 |
| Residual   | 1206.234       | 927 | 1.301       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.004          | 0.013          | 0.036            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.95</b>    |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.806</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.563</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.746</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>Direction</b> |                  |                  |                               |                   |                               |
| All Countries       |                |                | <b>-0.005</b>    | 2.45             | -0.038           | 0.099 *                       | 0.035             | -0.115                        |
|                     |                |                | <b>0.019</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>0.071</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>-0.051</b>    |                  |                  |                               |                   |                               |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.133 Squared multiple R: 0.018

Adjusted squared multiple R: 0.012 Standard error of estimate: 1.138

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.414       | 0.061     | 0        |           | 39.388 | 0         |
| F07XCFP         | 0.044       | 0.063     | 0.047    | 0.233     | 0.702  | 0.483     |
| F07XCFV         | 0.037       | 0.086     | 0.02     | 0.494     | 0.435  | 0.664     |
| F07XCFP*F07XCFP | 0.047       | 0.018     | 0.139    | 0.358     | 2.556  | 0.011     |
| F07XCFV*F07XCFP | -0.04       | 0.053     | -0.043   | 0.34      | -0.763 | 0.446     |
| F07XCFV*F07XCFV | -0.046      | 0.057     | -0.032   | 0.68      | -0.817 | 0.414     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 21.6           | 5   | 4.32        | 3.337   | 0.005 |
| Residual   | 1200.211       | 927 | 1.295       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.143          | 0.018          | 0.005            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.285</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.479</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.957</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.67</b>      |                  |                  |                               |                   |                               |
|                     |                |                | <b>Direction</b> |                  |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.414            | 0.037            | 0.047                         | -0.04             | -0.046                        |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.254 Squared multiple R: 0.065

Adjusted squared multiple R: 0.059 Standard error of estimate: 1.110

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.39        | 0.05      | 0        |           | 47.664 | 0         |
| F20XCFP         | -0.16       | 0.048     | -0.164   | 0.41      | -3.307 | 0.001     |
| F20XCFV         | -0.112      | 0.062     | -0.065   | 0.793     | -1.81  | 0.071     |
| F20XCFP*F20XCFP | 0.027       | 0.02      | 0.065    | 0.458     | 1.379  | 0.168     |
| F20XCFV*F20XCFP | -0.061      | 0.046     | -0.053   | 0.623     | -1.319 | 0.188     |
| F20XCFV*F20XCFV | 0.051       | 0.059     | 0.029    | 0.886     | 0.867  | 0.386     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 78.845         | 5   | 15.769      | 12.789  | 0.000 |
| Residual   | 1142.967       | 927 | 1.233       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 16.907         | 0.065          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.8</b>       |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.586</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.091</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.272</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.017</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.048</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.139</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.39 **          | -0.112           | 0.027                         | -0.061            | 0.051                         |



1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.190 Squared multiple R: 0.036

Adjusted squared multiple R: 0.031 Standard error of estimate: 1.127

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.399       | 0.055     | 0        |           | 43.826 | 0         |
| F01XCFP         | 0.143       | 0.08      | 0.107    | 0.291     | 1.784  | 0.075     |
| F01XCFV         | -0.004      | 0.093     | -0.002   | 0.459     | -0.038 | 0.969     |
| F01XCFP*F01XCFP | 0.149       | 0.035     | 0.215    | 0.403     | 4.225  | 0         |
| F01XCFV*F01XCFP | -0.234      | 0.078     | -0.139   | 0.49      | -3.015 | 0.003     |
| F01XCFV*F01XCFV | 0.012       | 0.081     | 0.006    | 0.627     | 0.142  | 0.887     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 43.924         | 5   | 8.785       | 6.914   | 0.000 |
| Residual   | 1177.888       | 927 | 1.271       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 2.611          | 0.036          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.106</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.347</b>     | <b>0.139</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.33</b>      | <b>-0.073</b>    |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.007</b>     | <b>0.147</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.399            | -0.004           | 0.149 ***                     | -0.234 **         | 0.012                         |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.152 Squared multiple R: 0.023

Adjusted squared multiple R: 0.018 Standard error of estimate: 1.135

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.353       | 0.062     | 0        | .         | 38.091 | 0         |
| F21XCFP         | 0.061       | 0.06      | 0.061    | 0.295     | 1.027  | 0.305     |
| F21XCFV         | 0.028       | 0.055     | 0.02     | 0.708     | 0.51   | 0.61      |
| F21XCFP*F21XCFP | 0.069       | 0.022     | 0.165    | 0.382     | 3.14   | 0.002     |
| F21XCFV*F21XCFP | -0.05       | 0.038     | -0.057   | 0.571     | -1.323 | 0.186     |
| F21XCFV*F21XCFV | 0.015       | 0.04      | 0.013    | 0.921     | 0.38   | 0.704     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 28.276         | 5   | 5.655       | 4.392   | 0.001 |
| Residual   | 1193.536       | 927 | 1.288       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.84           | 0.023          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.175</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.505</b>     | <b>0.089</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.722</b>     | <b>0.034</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.03</b>      | <b>0.033</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.353            | 0.028            | 0.069 **                      | -0.05             | 0.015                         |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.124 Squared multiple R: 0.015

Adjusted squared multiple R: 0.010 Standard error of estimate: 1.139

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.416       | 0.05      | 0        |           | 47.846 | 0         |
| F02XCFP         | -0.007      | 0.043     | -0.007   | 0.685     | -0.17  | 0.865     |
| F02XCFV         | 0.068       | 0.049     | 0.048    | 0.889     | 1.385  | 0.167     |
| F02XCFP*F02XCFP | 0.065       | 0.024     | 0.105    | 0.69      | 2.673  | 0.008     |
| F02XCFV*F02XCFP | -0.065      | 0.042     | -0.055   | 0.839     | -1.552 | 0.121     |
| F02XCFV*F02XCFV | -0.007      | 0.041     | -0.006   | 0.841     | -0.168 | 0.866     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 18.818         | 5   | 3.764       | 2.9     | 0.013 |
| Residual   | 1202.993       | 927 | 1.298       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 1.185          | 0.015          | 0.013            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.277</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.887</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.306</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.093</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 2.416            | 0.068                         | 0.065 **          | -0.065                        | -0.007 |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.083 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.144

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.415       | 0.056     | 0        |           | 43.505 | 0         |
| F09XCFP         | -0.044      | 0.032     | -0.052   | 0.748     | -1.377 | 0.169     |
| F09XCFV         | 0.02        | 0.04      | 0.018    | 0.824     | 0.508  | 0.611     |
| F09XCFP*F09XCFP | 0.019       | 0.019     | 0.037    | 0.772     | 1.005  | 0.315     |
| F09XCFV*F09XCFP | 0.002       | 0.029     | 0.003    | 0.741     | 0.078  | 0.938     |
| F09XCFV*F09XCFV | 0.021       | 0.026     | 0.031    | 0.745     | 0.805  | 0.421     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 8.382          | 5   | 1.676       | 1.281   | 0.270 |
| Residual   | 1213.429       | 927 | 1.309       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.311          | 0.007          | 0.270            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.577</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.176</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.272</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.475</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.415            | 0.02                          | 0.019             | 0.002                         | 0.021 |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.149 Squared multiple R: 0.022

Adjusted squared multiple R: 0.017 Standard error of estimate: 1.135

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.351       | 0.052     | 0        |           | 45.053 | 0         |
| F12XCFP         | -0.026      | 0.038     | -0.027   | 0.669     | -0.682 | 0.495     |
| F12XCFV         | 0.027       | 0.037     | 0.025    | 0.877     | 0.729  | 0.466     |
| F12XCFP*F12XCFP | 0.071       | 0.022     | 0.132    | 0.653     | 3.284  | 0.001     |
| F12XCFV*F12XCFP | 0.006       | 0.029     | 0.008    | 0.745     | 0.217  | 0.828     |
| F12XCFV*F12XCFV | 0.006       | 0.024     | 0.009    | 0.852     | 0.244  | 0.807     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 27.273         | 5   | 5.455       | 4.233   | 0.001 |
| Residual   | 1194.539       | 927 | 1.289       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0              | 0.022          | 0.001            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.988</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.007</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.383</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.169</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.351            | 0.027                         | 0.071 **          | 0.006                         | 0.006 |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.104 Squared multiple R: 0.011

Adjusted squared multiple R: 0.006 Standard error of estimate: 1.142

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.402       | 0.055     | 0        |           | 44.044 | 0         |
| F06XCFP         | -0.08       | 0.054     | -0.061   | 0.618     | -1.478 | 0.14      |
| F06XCFV         | -0.004      | 0.067     | -0.003   | 0.5       | -0.066 | 0.947     |
| F06XCFP*F06XCFP | 0.095       | 0.039     | 0.098    | 0.662     | 2.43   | 0.015     |
| F06XCFV*F06XCFP | -0.051      | 0.07      | -0.038   | 0.395     | -0.731 | 0.465     |
| F06XCFV*F06XCFV | 0.03        | 0.052     | 0.026    | 0.544     | 0.582  | 0.561     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 13.266         | 5   | 2.653       | 2.035   | 0.071 |
| Residual   | 1208.546       | 927 | 1.304       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 2.081          | 0.011          | 0.071            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.149</b>   |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.154</b>     | <b>-0.084</b>    | <b>0.074</b>     |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.478</b>     | <b>-0.076</b>    |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.175</b>     | <b>0.176</b>     |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.402            | -0.004           | 0.095 *                       | -0.051            | 0.03                          |  |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.127 Squared multiple R: 0.016

Adjusted squared multiple R: 0.011 Standard error of estimate: 1.139

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.358       | 0.051     | 0        |           | 45.927 | 0         |
| F14XCFP         | -0.039      | 0.034     | -0.04    | 0.861     | -1.145 | 0.252     |
| F14XCFV         | -0.004      | 0.044     | -0.003   | 0.907     | -0.081 | 0.936     |
| F14XCFP*F14XCFP | 0.059       | 0.021     | 0.097    | 0.854     | 2.756  | 0.006     |
| F14XCFV*F14XCFP | -0.026      | 0.035     | -0.027   | 0.82      | -0.746 | 0.456     |
| F14XCFV*F14XCFV | 0.048       | 0.029     | 0.059    | 0.877     | 1.698  | 0.09      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 19.859         | 5   | 3.972       | 3.063   | 0.009 |
| Residual   | 1201.953       | 927 | 1.297       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size             |                  |                               |                   |                               |        |       |
|---------------------|----------------|----------------|------------------|-------------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|-------|
|                     |                |                |                  | b <sub>1</sub> X        | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |       |
|                     | 0.798          | 0.016          | 0.009            |                         |                  |                               |                   |                               |        |       |
| <b>Fit Slope</b>    |                |                | <b>P 0.372</b>   |                         |                  |                               |                   |                               |        |       |
| <b>Fit Curve</b>    |                |                | <b>0.034</b>     | <b>Direction -0.043</b> | All Countries    | 2.358                         | -0.004            | 0.059 **                      | -0.026 | 0.048 |
| <b>Misfit Slope</b> |                |                | <b>0.574</b>     | <b>-0.035</b>           |                  |                               |                   |                               |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.025</b>     | <b>0.133</b>            |                  |                               |                   |                               |        |       |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.031 Squared multiple R: 0.001

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.148

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.494       |           | 0.06     |           | 41.292 | 0         |
| F11XCFP         | 0.003       | 0.031     | 0.004    | 0.004     | 0.098  | 0.922     |
| F11XCFV         | -0.021      | 0.031     | -0.029   | 0.589     | -0.677 | 0.499     |
| F11XCFP*F11XCFP | -0.001      | 0.018     | -0.001   | 0.71      | -0.031 | 0.976     |
| F11XCFV*F11XCFP | 0.001       | 0.02      | 0.003    | 0.513     | 0.064  | 0.949     |
| F11XCFV*F11XCFV | -0.012      | 0.016     | -0.029   | 0.645     | -0.721 | 0.471     |

Analysis of Variance

| Source     | Sum-of-Sq | df  | Mean-Sq | F-ratio | P     |
|------------|-----------|-----|---------|---------|-------|
| Regression | 1.142     | 5   | 0.228   | 0.174   | 0.972 |
| Residual   | 1220.669  | 927 | 1.317   |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.343          | 0.001          | 0.972            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.558</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.561</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.653</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.735</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 2.494            | -0.021                        | -0.001            | 0.001                         | -0.012 |



1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.084 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.144

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.412       | 0.056     | 0        |           | 42.828 | 0         |
| F17XCFP         | 0.003       | 0.032     | 0.004    | 0.638     | 0.1    | 0.921     |
| F17XCFV         | -0.045      | 0.038     | -0.052   | 0.55      | -1.181 | 0.238     |
| F17XCFP*F17XCFP | 0.004       | 0.018     | 0.008    | 0.771     | 0.21   | 0.834     |
| F17XCFV*F17XCFP | -0.009      | 0.023     | -0.017   | 0.545     | -0.377 | 0.706     |
| F17XCFV*F17XCFV | 0.026       | 0.021     | 0.051    | 0.613     | 1.229  | 0.22      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 8.684          | 5   | 1.737       | 1.327   | 0.250 |
| Residual   | 1213.128       | 927 | 1.309       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation |               | Effect Size         |                     |                                  |                      |                                  |  |
|---------------------|----------------|----------------|----------------|---------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|--|
|                     |                |                | P              |               | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |  |
|                     | 1.543          | 0.007          | 0.250          |               |                     |                     |                                  |                      |                                  |  |
| <b>Fit Slope</b>    |                |                | <b>0.214</b>   | <b>-0.042</b> |                     |                     |                                  |                      |                                  |  |
| <b>Fit Curve</b>    |                |                | <b>0.337</b>   | <b>0.021</b>  |                     |                     |                                  |                      |                                  |  |
| <b>Misfit Slope</b> |                |                | <b>0.436</b>   | <b>0.048</b>  |                     |                     |                                  |                      |                                  |  |
| <b>Misfit Curve</b> |                |                | <b>0.395</b>   | <b>0.039</b>  |                     |                     |                                  |                      |                                  |  |
| All Countries       |                |                | 2.412          | -0.045        | 0.004               | -0.009              | 0.026                            |                      |                                  |  |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.094 Squared multiple R: 0.009

Adjusted squared multiple R: 0.003 Standard error of estimate: 1.143

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.548       | 0.054     | 0        |           | 47.442 | 0         |
| F13XCFP         | 0.055       | 0.049     | 0.054    | 0.456     | 1.116  | 0.265     |
| F13XCFV         | 0.065       | 0.052     | 0.055    | 0.565     | 1.253  | 0.211     |
| F13XCFP*F13XCFP | -0.042      | 0.026     | -0.073   | 0.544     | -1.641 | 0.101     |
| F13XCFV*F13XCFP | 0.023       | 0.035     | 0.028    | 0.57      | 0.645  | 0.519     |
| F13XCFV*F13XCFV | -0.016      | 0.032     | -0.019   | 0.741     | -0.49  | 0.624     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.784         | 5   | 2.157       | 1.651   | 0.144 |
| Residual   | 1211.027       | 927 | 1.306       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 4.987          | 0.009          | 0.144            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.026</b>   | <b>0.12</b>      |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.343</b>     | <b>-0.035</b>    |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.903</b>     | <b>-0.01</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.215</b>     | <b>-0.081</b>    |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.548            | 0.065            | -0.042                        | 0.023             | -0.016                        |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.173 Squared multiple R: 0.030

Adjusted squared multiple R: 0.025 Standard error of estimate: 1.131

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.373       | 0.046     | 0        |           | 51.185 | 0         |
| F10XCFP         | 0.033       | 0.052     | 0.023    | 0.787     | 0.631  | 0.528     |
| F10XCFV         | 0.027       | 0.069     | 0.013    | 0.903     | 0.389  | 0.698     |
| F10XCFP*F10XCFP | 0.107       | 0.033     | 0.119    | 0.792     | 3.274  | 0.001     |
| F10XCFV*F10XCFP | -0.14       | 0.077     | -0.067   | 0.771     | -1.813 | 0.07      |
| F10XCFV*F10XCFV | 0.118       | 0.072     | 0.056    | 0.894     | 1.649  | 0.1       |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 36.427         | 5   | 7.285       | 5.697   | 0.000 |
| Residual   | 1185.384       | 927 | 1.279       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation |              | Effect Size         |                     |                                  |                      |                                  |       |
|---------------------|----------------|----------------|----------------|--------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|-------|
|                     |                |                | P              | P            | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |       |
|                     | 0.625          | 0.030          | 0.000          |              |                     |                     |                                  |                      |                                  |       |
| <b>Fit Slope</b>    |                |                | <b>0.429</b>   | <b>0.06</b>  | All Countries       | 2.373               | 0.027                            | 0.107 **             | -0.14                            | 0.118 |
| <b>Fit Curve</b>    |                |                | <b>0.375</b>   | <b>0.085</b> |                     |                     |                                  |                      |                                  |       |
| <b>Misfit Slope</b> |                |                | <b>0.948</b>   | <b>0.006</b> |                     |                     |                                  |                      |                                  |       |
| <b>Misfit Curve</b> |                |                | <b>0.002</b>   | <b>0.365</b> |                     |                     |                                  |                      |                                  |       |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.073 Squared multiple R: 0.005

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.145

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.433       | 0.053     | 0        |           | 46.131 | 0         |
| F18XCFP         | -0.062      | 0.041     | -0.069   | 0.529     | -1.522 | 0.128     |
| F18XCFV         | -0.021      | 0.045     | -0.017   | 0.826     | -0.47  | 0.639     |
| F18XCFP*F18XCFP | 0.034       | 0.019     | 0.082    | 0.546     | 1.84   | 0.066     |
| F18XCFV*F18XCFP | -0.014      | 0.031     | -0.015   | 0.923     | -0.448 | 0.655     |
| F18XCFV*F18XCFV | -0.015      | 0.032     | -0.016   | 0.823     | -0.451 | 0.652     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 6.524          | 5   | 1.305       | 0.995   | 0.419 |
| Residual   | 1215.288       | 927 | 1.311       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 2.552          | 0.005          | 0.419            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.111</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.891</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.544</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.526</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 2.433            | -0.021                        | 0.034             | -0.014                        | -0.015 |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.100 Squared multiple R: 0.010

Adjusted squared multiple R: 0.005 Standard error of estimate: 1.142

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.379       | 0.051     | 0        |           | 46.931 | 0         |
| F08XCFP         | -0.014      | 0.049     | -0.014   | 0.422     | -0.286 | 0.775     |
| F08XCFV         | -0.058      | 0.053     | -0.04    | 0.809     | -1.098 | 0.272     |
| F08XCFP*F08XCFP | 0.04        | 0.02      | 0.096    | 0.456     | 1.987  | 0.047     |
| F08XCFV*F08XCFP | 0.027       | 0.04      | 0.023    | 0.958     | 0.674  | 0.5       |
| F08XCFV*F08XCFV | 0.038       | 0.037     | 0.036    | 0.868     | 1.024  | 0.306     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 12.164         | 5   | 2.433       | 1.864   | 0.098 |
| Residual   | 1209.647       | 927 | 1.305       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 1.45           | 0.010          | 0.098            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>0.229</b>     |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.055</b>     | <b>-0.072</b>    |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.589</b>     | <b>0.105</b>     |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.379</b>     | <b>0.044</b>     |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.379            | -0.058           | 0.04                          | 0.027             | 0.038                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.155 Squared multiple R: 0.024

Adjusted squared multiple R: 0.019 Standard error of estimate: 1.134

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.365       | 0.051     | 0        |           | 46.197 | 0         |
| F05XCFP         | -0.055      | 0.049     | -0.063   | 0.333     | -1.126 | 0.26      |
| F05XCFV         | 0.035       | 0.055     | 0.025    | 0.676     | 0.624  | 0.533     |
| F05XCFP*F05XCFP | 0.069       | 0.019     | 0.199    | 0.364     | 3.702  | 0         |
| F05XCFV*F05XCFP | 0.013       | 0.034     | 0.015    | 0.652     | 0.368  | 0.713     |
| F05XCFV*F05XCFV | 0.007       | 0.032     | 0.008    | 0.752     | 0.223  | 0.824     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 29.215         | 5   | 5.843       | 4.542   | 0.000 |
| Residual   | 1192.596       | 927 | 1.287       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.13           | 0.024          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.718</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.032</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.307</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.238</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.365            | 0.035                         | 0.069 ***         | 0.013                         | 0.007 |

1053 case(s) deleted due to missing data.

Dep Var: F16RAWFP N: 933 Multiple R: 0.243 Squared multiple R: 0.059

Adjusted squared multiple R: 0.054 Standard error of estimate: 1.114

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.41        | 0.055     | 0        |           | 44.069 | 0         |
| F15XCFP         | 0.181       | 0.047     | 0.217    | 0.321     | 3.861  | 0         |
| F15XCFV         | 0.042       | 0.053     | 0.028    | 0.8       | 0.787  | 0.432     |
| F15XCFP*F15XCFP | 0.008       | 0.015     | 0.027    | 0.356     | 0.51   | 0.61      |
| F15XCFV*F15XCFP | 0           | 0.033     | -0.001   | 0.66      | -0.014 | 0.988     |
| F15XCFV*F15XCFV | -0.017      | 0.032     | -0.017   | 0.925     | -0.51  | 0.61      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 72.281         | 5   | 14.456      | 11.658  | 0.000 |
| Residual   | 1149.531       | 927 | 1.24        |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 13.879         | 0.059          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.847</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.081</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.865</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.223</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.009</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.139</b>     |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.009</b>    |                  |                               |                   |                               |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.106 Squared multiple R: 0.011

Adjusted squared multiple R: 0.006 Standard error of estimate: 1.310

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.416       | 0.068     | 0        |           | 35.508 | 0         |
| F03XCFP         | 0.024       | 0.085     | 0.018    | 0.271     | 0.285  | 0.776     |
| F03XCFV         | 0.064       | 0.115     | 0.024    | 0.562     | 0.559  | 0.576     |
| F03XCFP*F03XCFP | 0.061       | 0.031     | 0.11     | 0.345     | 1.985  | 0.047     |
| F03XCFV*F03XCFP | -0.051      | 0.095     | -0.028   | 0.393     | -0.535 | 0.593     |
| F03XCFV*F03XCFV | 0.057       | 0.121     | 0.02     | 0.569     | 0.471  | 0.638     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 18.056         | 5   | 3.611       | 2.105   | 0.063 |
| Residual   | 1590.325       | 927 | 1.716       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.687          | 0.011          | 0.063            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.407</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.496</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.815</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.393</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.416            | 0.064                         | 0.061             | -0.051                        | 0.057 |



1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.109 Squared multiple R: 0.012

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.309

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.347       | 0.07      | 0        |           | 33.328 | 0         |
| F19XCFP         | -0.027      | 0.087     | -0.02    | 0.252     | -0.309 | 0.757     |
| F19XCFV         | 0.078       | 0.102     | 0.033    | 0.562     | 0.769  | 0.442     |
| F19XCFP*F19XCFP | 0.03        | 0.032     | 0.051    | 0.375     | 0.957  | 0.339     |
| F19XCFV*F19XCFP | 0.005       | 0.084     | 0.003    | 0.495     | 0.062  | 0.95      |
| F19XCFV*F19XCFV | 0.184       | 0.083     | 0.077    | 0.886     | 2.223  | 0.026     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 19.078         | 5   | 3.816       | 2.226   | 0.050 |
| Residual   | 1589.303       | 927 | 1.714       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 0.307          | 0.012          | 0.050            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.58</b>    |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.029</b>     | <b>0.051</b>     | <b>0.219</b>     |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.525</b>     | <b>-0.105</b>    |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.135</b>     | <b>0.209</b>     |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.347            | 0.078            | 0.03                          | 0.005             | 0.184                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.104 Squared multiple R: 0.011

Adjusted squared multiple R: 0.006 Standard error of estimate: 1.310

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.451       | 0.062     | 0        |           | 39.721 | 0         |
| F04XCFP         | -0.036      | 0.081     | -0.024   | 0.384     | -0.447 | 0.655     |
| F04XCFV         | 0.151       | 0.088     | 0.068    | 0.674     | 1.712  | 0.087     |
| F04XCFP*F04XCFP | 0.057       | 0.048     | 0.06     | 0.405     | 1.175  | 0.24      |
| F04XCFV*F04XCFP | 0.16        | 0.092     | 0.082    | 0.48      | 1.747  | 0.081     |
| F04XCFV*F04XCFV | -0.116      | 0.093     | -0.051   | 0.617     | -1.236 | 0.217     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 17.525         | 5   | 3.505       | 2.042   | 0.070 |
| Residual   | 1590.856       | 927 | 1.716       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.501          | 0.011          | 0.070            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.221</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.24</b>      |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.187</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.224</b>     |                  |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.451            | 0.151            | 0.057                         | 0.16              | -0.116                        |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.079 Squared multiple R: 0.006

Adjusted squared multiple R: 0.001 Standard error of estimate: 1.313

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.468       | 0.071     | 0        |           | 34.894 | 0         |
| F07XCFP         | 0.016       | 0.073     | 0.015    | 0.233     | 0.218  | 0.828     |
| F07XCFV         | -0.011      | 0.099     | -0.005   | 0.494     | -0.109 | 0.913     |
| F07XCFP*F07XCFP | 0.01        | 0.021     | 0.025    | 0.358     | 0.465  | 0.642     |
| F07XCFV*F07XCFP | -0.082      | 0.061     | -0.076   | 0.34      | -1.359 | 0.174     |
| F07XCFV*F07XCFV | 0.031       | 0.066     | 0.019    | 0.68      | 0.47   | 0.639     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 9.922          | 5   | 1.984       | 1.151   | 0.332 |
| Residual   | 1598.459       | 927 | 1.724       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.003          | 0.006          | 0.332            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.955</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.514</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.859</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.267</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.468            | -0.011                        | 0.01              | -0.082                        | 0.031 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.687 Squared multiple R: 0.472

Adjusted squared multiple R: 0.469 Standard error of estimate: 0.957

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t       | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|---------|-----------|
| CONSTANT        | 2.243       | 0.043     | 0        |           | 51.879  | 0         |
| F20XCFP         | -0.651      | 0.042     | -0.58    | 0.41      | -15.566 | 0         |
| F20XCFV         | -0.106      | 0.053     | -0.053   | 0.793     | -1.996  | 0.046     |
| F20XCFP*F20XCFP | 0.043       | 0.017     | 0.089    | 0.458     | 2.534   | 0.011     |
| F20XCFV*F20XCFP | -0.083      | 0.04      | -0.063   | 0.623     | -2.07   | 0.039     |
| F20XCFV*F20XCFV | 0.09        | 0.051     | 0.045    | 0.886     | 1.776   | 0.076     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 758.87         | 5   | 151.774     | 165.618 | 0.000 |
| Residual   | 849.511        | 927 | 0.916       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |          |      |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|----------|------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |          |      |
|                     | 176.035        | 0.472          | 0.000            |                  |                  |                               |                   |                               |          |      |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |          |      |
| <b>Fit Curve</b>    |                |                | <b>0.388</b>     |                  |                  |                               |                   |                               |          |      |
| <b>Misfit Slope</b> |                |                | <b>0</b>         |                  |                  |                               |                   |                               |          |      |
| <b>Misfit Curve</b> |                |                | <b>0.002</b>     |                  |                  |                               |                   |                               |          |      |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |          |      |
| All Countries       |                |                |                  |                  |                  | 2.243 ***                     | -0.106 *          | 0.043 *                       | -0.083 * | 0.09 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.183 Squared multiple R: 0.033

Adjusted squared multiple R: 0.028 Standard error of estimate: 1.295

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.304       | 0.063     | 0        |           | 36.645 | 0         |
| F01XCFP         | 0.05        | 0.092     | 0.032    | 0.291     | 0.542  | 0.588     |
| F01XCFV         | 0.167       | 0.107     | 0.075    | 0.459     | 1.568  | 0.117     |
| F01XCFP*F01XCFP | 0.115       | 0.04      | 0.145    | 0.403     | 2.847  | 0.005     |
| F01XCFV*F01XCFP | -0.119      | 0.089     | -0.062   | 0.49      | -1.339 | 0.181     |
| F01XCFV*F01XCFV | 0.149       | 0.093     | 0.065    | 0.627     | 1.599  | 0.11      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 53.833         | 5   | 10.767      | 6.42    | 0.000 |
| Residual   | 1554.548       | 927 | 1.677       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 4.788          | 0.033          | 0.000            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.029</b>   | <b>0.217</b>     |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.11</b>      | <b>0.145</b>     |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.498</b>     | <b>-0.117</b>    |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.024</b>     | <b>0.383</b>     |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.304            | 0.167            | 0.115 **                      | -0.119            | 0.149                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.083 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.313

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.403       | 0.071     | 0        | .         | 33.619 | 0         |
| F21XCFP         | -0.026      | 0.069     | -0.023   | 0.295     | -0.374 | 0.709     |
| F21XCFV         | 0.065       | 0.063     | 0.04     | 0.708     | 1.023  | 0.306     |
| F21XCFP*F21XCFP | 0.001       | 0.025     | 0.001    | 0.382     | 0.023  | 0.982     |
| F21XCFV*F21XCFP | -0.038      | 0.044     | -0.038   | 0.571     | -0.879 | 0.38      |
| F21XCFV*F21XCFV | 0.048       | 0.046     | 0.036    | 0.921     | 1.054  | 0.292     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 11.146         | 5   | 2.229       | 1.294   | 0.264 |
| Residual   | 1597.235       | 927 | 1.723       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.262          | 0.007          | 0.264            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.609</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.86</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.404</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.221</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.403            | 0.065                         | 0.001             | -0.038                        | 0.048 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.095 Squared multiple R: 0.009

Adjusted squared multiple R: 0.004 Standard error of estimate: 1.311

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.445       | 0.058     | 0        |           | 42.073 | 0         |
| F02XCFP         | 0.017       | 0.049     | 0.014    | 0.685     | 0.343  | 0.732     |
| F02XCFV         | 0.071       | 0.056     | 0.044    | 0.889     | 1.27   | 0.204     |
| F02XCFP*F02XCFP | 0.059       | 0.028     | 0.083    | 0.69      | 2.115  | 0.035     |
| F02XCFV*F02XCFP | -0.063      | 0.048     | -0.047   | 0.839     | -1.322 | 0.186     |
| F02XCFV*F02XCFV | 0.014       | 0.047     | 0.01     | 0.841     | 0.289  | 0.773     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 14.616         | 5   | 2.923       | 1.7     | 0.132 |
| Residual   | 1593.765       | 927 | 1.719       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 1.914          | 0.009          | 0.132            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.167</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.87</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.517</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.106</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.445            | 0.071                         | 0.059             | -0.063                        | 0.014 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.089 Squared multiple R: 0.008

Adjusted squared multiple R: 0.003 Standard error of estimate: 1.312

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.436       | 0.064     | 0        |           | 38.265 | 0         |
| F09XCFP         | -0.013      | 0.037     | -0.013   | 0.748     | -0.346 | 0.73      |
| F09XCFV         | 0.032       | 0.046     | 0.025    | 0.824     | 0.69   | 0.491     |
| F09XCFP*F09XCFP | 0.04        | 0.022     | 0.068    | 0.772     | 1.837  | 0.067     |
| F09XCFV*F09XCFP | -0.061      | 0.033     | -0.07    | 0.741     | -1.831 | 0.067     |
| F09XCFV*F09XCFV | 0.025       | 0.03      | 0.031    | 0.745     | 0.822  | 0.411     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 12.758         | 5   | 2.552       | 1.482   | 0.193 |
| Residual   | 1595.624       | 927 | 1.721       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.15           | 0.008          | 0.193            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.698</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.92</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.51</b>      |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.039</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.436            | 0.032                         | 0.04              | -0.061                        | 0.025 |



1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.109 Squared multiple R: 0.012

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.309

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.406       | 0.06      | 0        | .         | 39.97  | 0         |
| F12XCFP         | 0.008       | 0.044     | 0.007    | 0.669     | 0.186  | 0.852     |
| F12XCFV         | 0.013       | 0.042     | 0.011    | 0.877     | 0.313  | 0.755     |
| F12XCFP*F12XCFP | 0.071       | 0.025     | 0.115    | 0.653     | 2.849  | 0.004     |
| F12XCFV*F12XCFP | -0.008      | 0.033     | -0.009   | 0.745     | -0.234 | 0.815     |
| F12XCFV*F12XCFV | 0.001       | 0.028     | 0.001    | 0.852     | 0.029  | 0.977     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 19.221         | 5   | 3.844       | 2.242   | 0.048 |
| Residual   | 1589.16        | 927 | 1.714       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |       |
|                     | 0.177          | 0.012          | 0.048            |                  |                  |                               |                   |                               |        |       |
| <b>Fit Slope</b>    |                |                | <b>0.674</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Fit Curve</b>    |                |                | <b>0.07</b>      |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Slope</b> |                |                | <b>0.943</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.18</b>      |                  |                  |                               |                   |                               |        |       |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |        |       |
| All Countries       |                |                |                  |                  |                  | 2.406                         | 0.013             | 0.071 **                      | -0.008 | 0.001 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.066 Squared multiple R: 0.004

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.314

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.496       | 0.063     | 0        |           | 39.752 | 0         |
| F06XCFP         | -0.053      | 0.063     | -0.035   | 0.618     | -0.851 | 0.395     |
| F06XCFV         | 0.019       | 0.077     | 0.011    | 0.5       | 0.244  | 0.808     |
| F06XCFP*F06XCFP | 0           | 0.045     | 0        | 0.662     | -0.008 | 0.993     |
| F06XCFV*F06XCFP | 0.058       | 0.081     | 0.037    | 0.395     | 0.718  | 0.473     |
| F06XCFV*F06XCFV | 0.026       | 0.06      | 0.019    | 0.544     | 0.431  | 0.666     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 6.978          | 5   | 1.396       | 0.808   | 0.544 |
| Residual   | 1601.404       | 927 | 1.728       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.26           | 0.004          | 0.544            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.61</b>      |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.163</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.558</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.828</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.496            | 0.019                         | 0                 | 0.058                         | 0.026 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.120 Squared multiple R: 0.014

Adjusted squared multiple R: 0.009 Standard error of estimate: 1.308

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.417       | 0.059     | 0        |           | 40.985 | 0         |
| F14XCFP         | -0.05       | 0.039     | -0.045   | 0.861     | -1.29  | 0.197     |
| F14XCFV         | 0.086       | 0.051     | 0.058    | 0.907     | 1.7    | 0.09      |
| F14XCFP*F14XCFP | 0.052       | 0.025     | 0.074    | 0.854     | 2.101  | 0.036     |
| F14XCFV*F14XCFP | -0.054      | 0.041     | -0.047   | 0.82      | -1.317 | 0.188     |
| F14XCFV*F14XCFV | 0.049       | 0.033     | 0.052    | 0.877     | 1.496  | 0.135     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 23.02          | 5   | 4.604       | 2.692   | 0.020 |
| Residual   | 1585.362       | 927 | 1.71        |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.435          | 0.014          | 0.020            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.51</b>    |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.283</b>     | <b>0.036</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.059</b>     | <b>0.047</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.024</b>     | <b>-0.136</b>    |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.417            | 0.086            | 0.052                         | -0.054            | 0.049                         |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.156 Squared multiple R: 0.024

Adjusted squared multiple R: 0.019 Standard error of estimate: 1.301

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.485       | 0.068     | 0        |           | 36.278 | 0         |
| F11XCFP         | 0.095       | 0.035     | 0.109    | 0.675     | 2.756  | 0.006     |
| F11XCFV         | -0.044      | 0.035     | -0.053   | 0.589     | -1.264 | 0.207     |
| F11XCFP*F11XCFP | -0.02       | 0.02      | -0.038   | 0.71      | -0.985 | 0.325     |
| F11XCFV*F11XCFP | -0.039      | 0.022     | -0.078   | 0.513     | -1.727 | 0.084     |
| F11XCFV*F11XCFV | 0.025       | 0.018     | 0.054    | 0.645     | 1.335  | 0.182     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 39.18          | 5   | 7.836       | 4.629   | 0.000 |
| Residual   | 1569.201       | 927 | 1.693       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |       |
|                     | 2.147          | 0.024          | 0.000            |                  |                  |                               |                   |                               |        |       |
| <b>Fit Slope</b>    |                |                | <b>0.143</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Fit Curve</b>    |                |                | <b>0.111</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Slope</b> |                |                | <b>0.021</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.336</b>     |                  |                  |                               |                   |                               |        |       |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |        |       |
| All Countries       |                |                |                  |                  |                  | 2.485 **                      | -0.044            | -0.02                         | -0.039 | 0.025 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.066 Squared multiple R: 0.004

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.314

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.467       | 0.065     | 0        |           | 38.127 | 0         |
| F17XCFP         | 0.005       | 0.037     | 0.005    | 0.638     | 0.13   | 0.897     |
| F17XCFV         | -0.014      | 0.044     | -0.014   | 0.55      | -0.315 | 0.753     |
| F17XCFP*F17XCFP | 0.025       | 0.021     | 0.046    | 0.771     | 1.229  | 0.22      |
| F17XCFV*F17XCFP | -0.04       | 0.027     | -0.066   | 0.545     | -1.49  | 0.137     |
| F17XCFV*F17XCFV | 0.007       | 0.024     | 0.012    | 0.613     | 0.287  | 0.774     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 7.1            | 5   | 1.42        | 0.822   | 0.534 |
| Residual   | 1601.282       | 927 | 1.727       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.054          | 0.004          | 0.534            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.816</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.781</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.794</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.167</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.467            | -0.014                        | 0.025             | -0.04                         | 0.007 |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.082 Squared multiple R: 0.007

Adjusted squared multiple R: 0.001 Standard error of estimate: 1.313

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.554       | 0.062     | 0        |           | 41.407 | 0         |
| F13XCFP         | 0.098       | 0.057     | 0.084    | 0.456     | 1.737  | 0.083     |
| F13XCFV         | 0.013       | 0.06      | 0.009    | 0.565     | 0.21   | 0.833     |
| F13XCFP*F13XCFP | -0.032      | 0.029     | -0.048   | 0.544     | -1.088 | 0.277     |
| F13XCFV*F13XCFP | 0.039       | 0.041     | 0.041    | 0.57      | 0.952  | 0.341     |
| F13XCFV*F13XCFV | -0.038      | 0.037     | -0.039   | 0.741     | -1.025 | 0.306     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.832         | 5   | 2.166       | 1.257   | 0.280 |
| Residual   | 1597.549       | 927 | 1.723       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 3.207          | 0.007          | 0.280            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.074</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.461</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.386</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.146</b>     |                  |                  |                               |                   |                               |
|                     |                |                | <b>Direction</b> |                  |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.554            | 0.013            | -0.032                        | 0.039             | -0.038                        |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.205 Squared multiple R: 0.042

Adjusted squared multiple R: 0.037 Standard error of estimate: 1.289

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.376       | 0.053     | 0        | .         | 44.949 | 0         |
| F10XCFP         | -0.058      | 0.06      | -0.035   | 0.787     | -0.978 | 0.329     |
| F10XCFV         | -0.102      | 0.078     | -0.044   | 0.903     | -1.305 | 0.192     |
| F10XCFP*F10XCFP | 0.17        | 0.037     | 0.165    | 0.792     | 4.564  | 0         |
| F10XCFV*F10XCFP | -0.168      | 0.088     | -0.07    | 0.771     | -1.917 | 0.056     |
| F10XCFV*F10XCFV | 0.096       | 0.082     | 0.04     | 0.894     | 1.171  | 0.242     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 67.453         | 5   | 13.491      | 8.116   | 0.000 |
| Residual   | 1540.928       | 927 | 1.662       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 3.474          | 0.042          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.063</b>     |                  | <b>-0.16</b>     |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.376</b>     |                  | <b>0.098</b>     |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.688</b>     |                  | <b>0.044</b>     |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.001</b>     |                  | <b>0.434</b>     |                               |                   |                               |
| All Countries       |                |                |                  | 2.376            | -0.102           | 0.17 ***                      | -0.168            | 0.096                         |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.073 Squared multiple R: 0.005

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.314

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.451       | 0.061     | 0        |           | 40.506 | 0         |
| F18XCFP         | -0.058      | 0.047     | -0.055   | 0.529     | -1.23  | 0.219     |
| F18XCFV         | -0.017      | 0.051     | -0.012   | 0.826     | -0.332 | 0.74      |
| F18XCFP*F18XCFP | 0.033       | 0.021     | 0.069    | 0.546     | 1.563  | 0.118     |
| F18XCFV*F18XCFP | -0.055      | 0.036     | -0.052   | 0.923     | -1.518 | 0.129     |
| F18XCFV*F18XCFV | 0.018       | 0.037     | 0.018    | 0.823     | 0.486  | 0.627     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 8.498          | 5   | 1.7         | 0.985   | 0.426 |
| Residual   | 1599.883       | 927 | 1.726       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation |                     |                     |                                  |                      |                                  |        |       |
|---------------------|----------------|----------------|----------------|---------------------|---------------------|----------------------------------|----------------------|----------------------------------|--------|-------|
|                     |                |                | P              | b <sub>1</sub><br>X | b <sub>2</sub><br>Y | b <sub>3</sub><br>X <sup>2</sup> | b <sub>4</sub><br>XY | b <sub>5</sub><br>Y <sup>2</sup> |        |       |
|                     | 1.563          | 0.005          | 0.426          |                     |                     |                                  |                      |                                  |        |       |
| <b>Fit Slope</b>    |                |                | <b>0.212</b>   |                     |                     |                                  |                      |                                  |        |       |
| <b>Fit Curve</b>    |                |                | <b>0.944</b>   |                     |                     |                                  |                      |                                  |        |       |
| <b>Misfit Slope</b> |                |                | <b>0.602</b>   |                     |                     |                                  |                      |                                  |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.082</b>   |                     |                     |                                  |                      |                                  |        |       |
|                     |                |                |                | <b>P</b>            | <b>Direction</b>    |                                  |                      |                                  |        |       |
| All Countries       |                |                |                |                     |                     | 2.451                            | -0.017               | 0.033                            | -0.055 | 0.018 |



1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.079 Squared multiple R: 0.006

Adjusted squared multiple R: 0.001 Standard error of estimate: 1.313

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.423       | 0.058     | 0        |           | 41.581 | 0         |
| F08XCFP         | 0.002       | 0.056     | 0.001    | 0.422     | 0.03   | 0.976     |
| F08XCFV         | -0.093      | 0.061     | -0.056   | 0.809     | -1.53  | 0.126     |
| F08XCFP*F08XCFP | 0.022       | 0.023     | 0.047    | 0.456     | 0.964  | 0.336     |
| F08XCFV*F08XCFP | -0.012      | 0.046     | -0.009   | 0.958     | -0.266 | 0.791     |
| F08XCFV*F08XCFV | 0.064       | 0.042     | 0.054    | 0.868     | 1.527  | 0.127     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 10.057         | 5   | 2.011       | 1.167   | 0.324 |
| Residual   | 1598.325       | 927 | 1.724       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.773          | 0.006          | 0.324            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.183</b>   |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.234</b>     | <b>-0.091</b>    |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.315</b>     | <b>0.074</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.136</b>     | <b>0.095</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.423            | -0.093           | 0.022                         | -0.012            | 0.064                         |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.111 Squared multiple R: 0.012

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.309

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.398       | 0.06      | 0        |           | 40.001 | 0         |
| F16XCFP         | -0.115      | 0.055     | -0.1     | 0.458     | -2.072 | 0.039     |
| F16XCFV         | 0.033       | 0.057     | 0.023    | 0.676     | 0.575  | 0.565     |
| F16XCFP*F16XCFP | 0.072       | 0.026     | 0.126    | 0.509     | 2.746  | 0.006     |
| F16XCFV*F16XCFP | -0.054      | 0.041     | -0.05    | 0.765     | -1.331 | 0.184     |
| F16XCFV*F16XCFV | 0.057       | 0.04      | 0.056    | 0.698     | 1.443  | 0.149     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 19.695         | 5   | 3.939       | 2.298   | 0.043 |
| Residual   | 1588.686       | 927 | 1.714       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 1.8            | 0.012          | 0.043            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.18</b>    |                  |                  |                               |                   |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.122</b>     | <b>-0.082</b>    |                  |                               |                   |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.117</b>     | <b>0.075</b>     |                  |                               |                   |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.008</b>     | <b>-0.148</b>    |                  |                               |                   |                               |  |
| All Countries       |                |                |                  | 2.398 *          | 0.033            | 0.072 **                      | -0.054            | 0.057                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F05RAWFP N: 933 Multiple R: 0.525 Squared multiple R: 0.276

Adjusted squared multiple R: 0.272 Standard error of estimate: 1.121

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.226       | 0.055     | 0        |           | 40.435 | 0         |
| F15XCFP         | 0.432       | 0.047     | 0.451    | 0.321     | 9.147  | 0         |
| F15XCFV         | -0.005      | 0.053     | -0.003   | 0.8       | -0.092 | 0.927     |
| F15XCFP*F15XCFP | 0.03        | 0.016     | 0.089    | 0.356     | 1.907  | 0.057     |
| F15XCFV*F15XCFP | 0.004       | 0.033     | 0.004    | 0.66      | 0.124  | 0.901     |
| F15XCFV*F15XCFV | 0.052       | 0.033     | 0.046    | 0.925     | 1.593  | 0.112     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 443.247        | 5   | 88.649      | 70.531  | 0.000 |
| Residual   | 1165.134       | 927 | 1.257       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 50.393         | 0.276          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.071</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.109</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.427</b>     | <b>0.086</b>     | <b>0.437</b>                  | <b>0.078</b>      |                               |
| All Countries       |                |                |                  | 2.226 ***        | -0.005           | 0.03                          | 0.004             | 0.052                         |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.096 Squared multiple R: 0.009

Adjusted squared multiple R: 0.004 Standard error of estimate: 1.368

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.533       | 0.071     | 0        |           | 35.646 | 0         |
| F03XCFP         | 0.009       | 0.088     | 0.007    | 0.271     | 0.104  | 0.917     |
| F03XCFV         | -0.036      | 0.12      | -0.013   | 0.562     | -0.302 | 0.763     |
| F03XCFP*F03XCFP | 0.057       | 0.032     | 0.098    | 0.345     | 1.761  | 0.078     |
| F03XCFV*F03XCFP | -0.007      | 0.099     | -0.004   | 0.393     | -0.071 | 0.944     |
| F03XCFV*F03XCFV | -0.093      | 0.127     | -0.032   | 0.569     | -0.736 | 0.462     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 16.05          | 5   | 3.21        | 1.716   | 0.128 |
| Residual   | 1733.969       | 927 | 1.871       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.059          | 0.009          | 0.128            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.808</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.676</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.8</b>       |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.887</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 2.533            | -0.036                        | 0.057             | -0.007                        | -0.093 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.120 Squared multiple R: 0.014

Adjusted squared multiple R: 0.009 Standard error of estimate: 1.364

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.387       | 0.073     | 0        |           | 32.537 | 0         |
| F19XCFP         | 0.019       | 0.091     | 0.013    | 0.252     | 0.207  | 0.836     |
| F19XCFV         | 0.087       | 0.106     | 0.035    | 0.562     | 0.814  | 0.416     |
| F19XCFP*F19XCFP | 0.067       | 0.033     | 0.109    | 0.375     | 2.053  | 0.04      |
| F19XCFV*F19XCFP | -0.003      | 0.087     | -0.001   | 0.495     | -0.032 | 0.975     |
| F19XCFV*F19XCFV | 0.124       | 0.086     | 0.05     | 0.886     | 1.432  | 0.152     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 25.078         | 5   | 5.016       | 2.695   | 0.020 |
| Residual   | 1724.94        | 927 | 1.861       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 1.189          | 0.014          | 0.020            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.276</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.072</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.695</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.184</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.387            | 0.087                         | 0.067             | -0.003                        | 0.124 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.094 Squared multiple R: 0.009

Adjusted squared multiple R: 0.004 Standard error of estimate: 1.368

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.476       | 0.064     | 0        |           | 38.432 | 0         |
| F04XCFP         | -0.027      | 0.085     | -0.017   | 0.384     | -0.321 | 0.748     |
| F04XCFV         | 0.158       | 0.092     | 0.068    | 0.674     | 1.717  | 0.086     |
| F04XCFP*F04XCFP | 0.062       | 0.05      | 0.063    | 0.405     | 1.221  | 0.222     |
| F04XCFV*F04XCFP | 0.119       | 0.096     | 0.059    | 0.48      | 1.245  | 0.213     |
| F04XCFV*F04XCFV | -0.075      | 0.098     | -0.032   | 0.617     | -0.77  | 0.441     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 15.621         | 5   | 3.124       | 1.67    | 0.139 |
| Residual   | 1734.398       | 927 | 1.871       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |        |
|                     | 1.794          | 0.009          | 0.139            |                  |                  |                               |                   |                               |       |        |
| <b>Fit Slope</b>    |                |                | <b>0.181</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Fit Curve</b>    |                |                | <b>0.242</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Slope</b> |                |                | <b>0.211</b>     |                  |                  |                               |                   |                               |       |        |
| <b>Misfit Curve</b> |                |                | <b>0.479</b>     |                  |                  |                               |                   |                               |       |        |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |       |        |
| All Countries       |                |                |                  |                  |                  | 2.476                         | 0.158             | 0.062                         | 0.119 | -0.075 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.123 Squared multiple R: 0.015

Adjusted squared multiple R: 0.010 Standard error of estimate: 1.364

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.458       | 0.073     | 0        |           | 33.467 | 0         |
| F07XCFP         | 0.092       | 0.076     | 0.082    | 0.233     | 1.218  | 0.223     |
| F07XCFV         | 0.098       | 0.103     | 0.044    | 0.494     | 0.956  | 0.339     |
| F07XCFP*F07XCFP | 0.059       | 0.022     | 0.147    | 0.358     | 2.692  | 0.007     |
| F07XCFV*F07XCFP | -0.037      | 0.063     | -0.033   | 0.34      | -0.582 | 0.561     |
| F07XCFV*F07XCFV | -0.043      | 0.068     | -0.025   | 0.68      | -0.631 | 0.528     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 26.572         | 5   | 5.314       | 2.859   | 0.014 |
| Residual   | 1723.446       | 927 | 1.859       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 4.338          | 0.015          | 0.014            |                  |                  |                               |                   |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.038</b>   |                  |                  |                               | <b>0.19</b>       |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.763</b>     |                  |                  |                               | <b>-0.021</b>     |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.967</b>     |                  |                  |                               | <b>-0.006</b>     |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.644</b>     |                  |                  |                               | <b>0.053</b>      |                               |  |
| All Countries       | 2.458          | 0.098          | 0.059 **         | -0.037           | -0.043           |                               |                   |                               |  |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.438 Squared multiple R: 0.191

Adjusted squared multiple R: 0.187 Standard error of estimate: 1.235

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.355       | 0.056     | 0        |           | 42.211 | 0         |
| F20XCFP         | -0.348      | 0.054     | -0.298   | 0.41      | -6.454 | 0         |
| F20XCFV         | -0.223      | 0.069     | -0.107   | 0.793     | -3.242 | 0.001     |
| F20XCFP*F20XCFP | 0.062       | 0.022     | 0.122    | 0.458     | 2.795  | 0.005     |
| F20XCFV*F20XCFP | -0.067      | 0.052     | -0.048   | 0.623     | -1.289 | 0.198     |
| F20XCFV*F20XCFV | 0.125       | 0.066     | 0.06     | 0.886     | 1.907  | 0.057     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 335.118        | 5   | 67.024      | 43.912  | 0.000 |
| Residual   | 1414.9         | 927 | 1.526       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 60.117         | 0.191          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.113</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.206</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.006</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.571</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.12</b>      |                  |                               |                   |                               |
|                     |                |                |                  | <b>-0.125</b>    |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.254</b>     |                  |                               |                   |                               |
| All Countries       | 2.355 ***      | -0.223 **      | 0.062 **         | -0.067           | 0.125            |                               |                   |                               |



1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.150 Squared multiple R: 0.023

Adjusted squared multiple R: 0.017 Standard error of estimate: 1.358

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.408       | 0.066     | 0        |           | 36.51  | 0         |
| F01XCFP         | 0.155       | 0.097     | 0.096    | 0.291     | 1.598  | 0.11      |
| F01XCFV         | 0.059       | 0.112     | 0.025    | 0.459     | 0.528  | 0.598     |
| F01XCFP*F01XCFP | 0.14        | 0.042     | 0.168    | 0.403     | 3.293  | 0.001     |
| F01XCFV*F01XCFP | -0.15       | 0.094     | -0.074   | 0.49      | -1.599 | 0.11      |
| F01XCFV*F01XCFV | 0.124       | 0.098     | 0.052    | 0.627     | 1.272  | 0.204     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 39.492         | 5   | 7.898       | 4.28    | 0.001 |
| Residual   | 1710.526       | 927 | 1.845       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 4.208          | 0.023          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.041</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.229</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.598</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.02</b>      |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.214</b>     | <b>0.114</b>     | <b>0.114</b>                  | <b>0.096</b>      | <b>0.414</b>                  |
| All Countries       | 2.408          | 0.059          | 0.14 **          | -0.15            | 0.124            |                               |                   |                               |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.146 Squared multiple R: 0.021

Adjusted squared multiple R: 0.016 Standard error of estimate: 1.359

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.428       | 0.074     | 0        | .         | 32.811 | 0         |
| F21XCFP         | 0.187       | 0.071     | 0.156    | 0.295     | 2.613  | 0.009     |
| F21XCFV         | 0.018       | 0.065     | 0.01     | 0.708     | 0.27   | 0.787     |
| F21XCFP*F21XCFP | 0.083       | 0.026     | 0.165    | 0.382     | 3.139  | 0.002     |
| F21XCFV*F21XCFP | -0.102      | 0.045     | -0.097   | 0.571     | -2.254 | 0.024     |
| F21XCFV*F21XCFV | 0.06        | 0.047     | 0.043    | 0.921     | 1.269  | 0.205     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 37.5           | 5   | 7.5         | 4.06    | 0.001 |
| Residual   | 1712.518       | 927 | 1.847       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 6.742          | 0.021          | 0.001            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.01</b>      |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.504</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.132</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.001</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.205</b>     | <b>0.041</b>     |                               |                   |                               |
| All Countries       | 2.428 **       | 0.018          | 0.083 **         | -0.102 *         | 0.06             |                               |                   |                               |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.099 Squared multiple R: 0.010

Adjusted squared multiple R: 0.004 Standard error of estimate: 1.367

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.466       | 0.061     | 0        |           | 40.686 | 0         |
| F02XCFP         | -0.015      | 0.051     | -0.012   | 0.685     | -0.295 | 0.768     |
| F02XCFV         | 0.045       | 0.059     | 0.027    | 0.889     | 0.773  | 0.44      |
| F02XCFP*F02XCFP | 0.065       | 0.029     | 0.088    | 0.69      | 2.236  | 0.026     |
| F02XCFV*F02XCFP | -0.042      | 0.05      | -0.03    | 0.839     | -0.846 | 0.398     |
| F02XCFV*F02XCFV | 0.024       | 0.049     | 0.018    | 0.841     | 0.499  | 0.618     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 17.069         | 5   | 3.414       | 1.826   | 0.105 |
| Residual   | 1732.949       | 927 | 1.869       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                       |                               |  |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-----------------------|-------------------------------|--|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY     | b <sub>5</sub> Y <sup>2</sup> |  |
|                     | 0.206          | 0.010          | 0.105            |                  |                  |                               |                       |                               |  |
| <b>Fit Slope</b>    |                |                | <b>P 0.65</b>    |                  |                  |                               | <b>Direction 0.03</b> |                               |  |
| <b>Fit Curve</b>    |                |                | <b>0.416</b>     |                  |                  |                               | <b>0.047</b>          |                               |  |
| <b>Misfit Slope</b> |                |                | <b>0.491</b>     |                  |                  |                               | <b>-0.06</b>          |                               |  |
| <b>Misfit Curve</b> |                |                | <b>0.133</b>     |                  |                  |                               | <b>0.131</b>          |                               |  |
| All Countries       |                |                |                  | 2.466            | 0.045            | 0.065                         | -0.042                | 0.024                         |  |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.084 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.369

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.479       | 0.066     | 0        |           | 37.32  | 0         |
| F09XCFP         | -0.049      | 0.038     | -0.049   | 0.748     | -1.291 | 0.197     |
| F09XCFV         | 0.022       | 0.048     | 0.017    | 0.824     | 0.468  | 0.64      |
| F09XCFP*F09XCFP | 0.026       | 0.023     | 0.044    | 0.772     | 1.17   | 0.242     |
| F09XCFV*F09XCFP | -0.035      | 0.035     | -0.038   | 0.741     | -0.998 | 0.319     |
| F09XCFV*F09XCFV | 0.033       | 0.031     | 0.04     | 0.745     | 1.065  | 0.287     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 12.408         | 5   | 2.482       | 1.324   | 0.252 |
| Residual   | 1737.61        | 927 | 1.874       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.282          | 0.007          | 0.252            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.595</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.5</b>       |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.306</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.136</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.479            | 0.022                         | 0.026             | -0.035                        | 0.033 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.116 Squared multiple R: 0.013

Adjusted squared multiple R: 0.008 Standard error of estimate: 1.365

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.472       | 0.063     | 0        |           | 39.403 | 0         |
| F12XCFP         | 0.048       | 0.046     | 0.041    | 0.669     | 1.037  | 0.3       |
| F12XCFV         | 0.022       | 0.044     | 0.017    | 0.877     | 0.49   | 0.624     |
| F12XCFP*F12XCFP | 0.083       | 0.026     | 0.128    | 0.653     | 3.161  | 0.002     |
| F12XCFV*F12XCFP | 0.002       | 0.035     | 0.002    | 0.745     | 0.047  | 0.963     |
| F12XCFV*F12XCFV | -0.034      | 0.029     | -0.041   | 0.852     | -1.167 | 0.243     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 23.596         | 5   | 4.719       | 2.534   | 0.027 |
| Residual   | 1726.422       | 927 | 1.862       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.704          | 0.013          | 0.027            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.192</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.179</b>     | <b>0.07</b>      |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.72</b>      | <b>0.051</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.453</b>     | <b>0.026</b>     |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.472            | 0.022            | 0.083 **                      | 0.002             | -0.034                        |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.084 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.369

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.52        | 0.065     | 0        |           | 38.526 | 0         |
| F06XCFP         | -0.091      | 0.065     | -0.058   | 0.618     | -1.4   | 0.162     |
| F06XCFV         | 0.036       | 0.08      | 0.021    | 0.5       | 0.454  | 0.65      |
| F06XCFP*F06XCFP | 0.03        | 0.047     | 0.026    | 0.662     | 0.64   | 0.522     |
| F06XCFV*F06XCFP | 0.035       | 0.084     | 0.022    | 0.395     | 0.421  | 0.674     |
| F06XCFV*F06XCFV | 0.038       | 0.062     | 0.027    | 0.544     | 0.608  | 0.544     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 12.266         | 5   | 2.453       | 1.309   | 0.258 |
| Residual   | 1737.753       | 927 | 1.875       |         |       |

|                     | $F_c$ | $R^2$ | Whole Equation P | Effect Size   |               |            |                |             |                |       |
|---------------------|-------|-------|------------------|---------------|---------------|------------|----------------|-------------|----------------|-------|
|                     | 0.607 | 0.007 | 0.258            |               | $b_1$<br>X    | $b_2$<br>Y | $b_3$<br>$X^2$ | $b_4$<br>XY | $b_5$<br>$Y^2$ |       |
|                     |       |       | P                | Direction     |               |            |                |             |                |       |
| <b>Fit Slope</b>    |       |       | <b>0.436</b>     | <b>-0.055</b> | All Countries | 2.52       | 0.036          | 0.03        | 0.035          | 0.038 |
| <b>Fit Curve</b>    |       |       | <b>0.097</b>     | <b>0.103</b>  |               |            |                |             |                |       |
| <b>Misfit Slope</b> |       |       | <b>0.319</b>     | <b>-0.127</b> |               |            |                |             |                |       |
| <b>Misfit Curve</b> |       |       | <b>0.835</b>     | <b>0.033</b>  |               |            |                |             |                |       |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.110 Squared multiple R: 0.012

Adjusted squared multiple R: 0.007 Standard error of estimate: 1.366

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.476       | 0.062     | 0        |           | 40.203 | 0         |
| F14XCFP         | -0.047      | 0.041     | -0.041   | 0.861     | -1.156 | 0.248     |
| F14XCFV         | 0.121       | 0.053     | 0.078    | 0.907     | 2.282  | 0.023     |
| F14XCFP*F14XCFP | 0.042       | 0.026     | 0.058    | 0.854     | 1.638  | 0.102     |
| F14XCFV*F14XCFP | 0.004       | 0.043     | 0.003    | 0.82      | 0.092  | 0.927     |
| F14XCFV*F14XCFV | 0.023       | 0.034     | 0.024    | 0.877     | 0.68   | 0.496     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 21.323         | 5   | 4.265       | 2.287   | 0.044 |
| Residual   | 1728.695       | 927 | 1.865       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 1.683          | 0.012          | 0.044            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.195</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.13</b>      |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.026</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.391</b>     |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.074</b>     | <b>0.069</b>     |                               |                   |                               |
| All Countries       |                |                |                  | 2.476            | 0.121            | 0.042                         | 0.004             | 0.023                         |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.180 Squared multiple R: 0.032

Adjusted squared multiple R: 0.027 Standard error of estimate: 1.352

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.594       | 0.071     | 0        |           | 36.456 | 0         |
| F11XCFP         | 0.15        | 0.036     | 0.164    | 0.675     | 4.176  | 0         |
| F11XCFV         | -0.084      | 0.036     | -0.097   | 0.589     | -2.299 | 0.022     |
| F11XCFP*F11XCFP | -0.034      | 0.021     | -0.063   | 0.71      | -1.642 | 0.101     |
| F11XCFV*F11XCFP | -0.011      | 0.023     | -0.021   | 0.513     | -0.456 | 0.648     |
| F11XCFV*F11XCFV | -0.011      | 0.019     | -0.023   | 0.645     | -0.569 | 0.569     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 56.542         | 5   | 11.308      | 6.19    | 0.000 |
| Residual   | 1693.477       | 927 | 1.827       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 3.361          | 0.032          | 0.000            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>0.067</b>     |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.012</b>     |                  |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0</b>         |                  |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.46</b>      |                  |                  |                               |                   |                               |
|                     |                |                |                  | <b>0.066</b>     | <b>-0.056</b>    |                               |                   |                               |
| All Countries       |                |                |                  | 2.594 ***        | -0.084 *         | -0.034                        | -0.011            | -0.011                        |



1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.084 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.369

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.517       | 0.067     | 0        | .         | 37.344 | 0         |
| F17XCFP         | 0.029       | 0.038     | 0.031    | 0.638     | 0.757  | 0.449     |
| F17XCFV         | -0.002      | 0.045     | -0.002   | 0.55      | -0.043 | 0.966     |
| F17XCFP*F17XCFP | -0.007      | 0.022     | -0.013   | 0.771     | -0.344 | 0.731     |
| F17XCFV*F17XCFP | -0.041      | 0.028     | -0.066   | 0.545     | -1.485 | 0.138     |
| F17XCFV*F17XCFV | 0.04        | 0.025     | 0.065    | 0.613     | 1.563  | 0.118     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 12.381         | 5   | 2.476       | 1.321   | 0.253 |
| Residual   | 1737.638       | 927 | 1.874       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |      |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |      |
|                     | 0.451          | 0.007          | 0.253            |                  |                  |                               |                   |                               |      |
| <b>Fit Slope</b>    |                |                | <b>0.502</b>     |                  |                  |                               |                   |                               |      |
| <b>Fit Curve</b>    |                |                | <b>0.738</b>     |                  |                  |                               |                   |                               |      |
| <b>Misfit Slope</b> |                |                | <b>0.676</b>     |                  |                  |                               |                   |                               |      |
| <b>Misfit Curve</b> |                |                | <b>0.177</b>     |                  |                  |                               |                   |                               |      |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |      |
|                     |                |                |                  | All Countries    | 2.517            | -0.002                        | -0.007            | -0.041                        | 0.04 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.057 Squared multiple R: 0.003

Adjusted squared multiple R: 0.000 Standard error of estimate: 1.372

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.546       | 0.064     | 0        |           | 39.51  | 0         |
| F13XCFP         | -0.013      | 0.059     | -0.011   | 0.456     | -0.216 | 0.829     |
| F13XCFV         | 0.036       | 0.063     | 0.025    | 0.565     | 0.578  | 0.563     |
| F13XCFP*F13XCFP | 0.022       | 0.031     | 0.032    | 0.544     | 0.729  | 0.466     |
| F13XCFV*F13XCFP | 0.026       | 0.042     | 0.027    | 0.57      | 0.618  | 0.537     |
| F13XCFV*F13XCFV | -0.017      | 0.039     | -0.016   | 0.741     | -0.432 | 0.666     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 5.653          | 5   | 1.131       | 0.601   | 0.699 |
| Residual   | 1744.366       | 927 | 1.882       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |
|                     | 0.132          | 0.003          | 0.699            |                  |                  |                               |                   |                               |        |
| <b>Fit Slope</b>    |                |                | <b>0.717</b>     |                  |                  |                               |                   |                               |        |
| <b>Fit Curve</b>    |                |                | <b>0.473</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Slope</b> |                |                | <b>0.635</b>     |                  |                  |                               |                   |                               |        |
| <b>Misfit Curve</b> |                |                | <b>0.793</b>     |                  |                  |                               |                   |                               |        |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |        |
| All Countries       |                |                |                  |                  | 2.546            | 0.036                         | 0.022             | 0.026                         | -0.017 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.195 Squared multiple R: 0.038

Adjusted squared multiple R: 0.033 Standard error of estimate: 1.348

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.431       | 0.055     | 0        |           | 44.006 | 0         |
| F10XCFP         | -0.032      | 0.062     | -0.019   | 0.787     | -0.512 | 0.609     |
| F10XCFV         | -0.027      | 0.082     | -0.011   | 0.903     | -0.329 | 0.742     |
| F10XCFP*F10XCFP | 0.183       | 0.039     | 0.17     | 0.792     | 4.701  | 0         |
| F10XCFV*F10XCFP | -0.16       | 0.092     | -0.064   | 0.771     | -1.74  | 0.082     |
| F10XCFV*F10XCFV | 0.026       | 0.086     | 0.01     | 0.894     | 0.305  | 0.76      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 66.64          | 5   | 13.328      | 7.339   | 0.000 |
| Residual   | 1683.378       | 927 | 1.816       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.428          | 0.038          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.513</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.669</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.965</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.008</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.431            | -0.027                        | 0.183 ***         | -0.16                         | 0.026 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.088 Squared multiple R: 0.008

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.369

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.445       | 0.063     | 0        |           | 38.788 | 0         |
| F18XCFP         | -0.062      | 0.049     | -0.057   | 0.529     | -1.271 | 0.204     |
| F18XCFV         | -0.058      | 0.053     | -0.039   | 0.826     | -1.093 | 0.275     |
| F18XCFP*F18XCFP | 0.026       | 0.022     | 0.052    | 0.546     | 1.166  | 0.244     |
| F18XCFV*F18XCFP | -0.037      | 0.037     | -0.034   | 0.923     | -0.993 | 0.321     |
| F18XCFV*F18XCFV | 0.078       | 0.039     | 0.073    | 0.823     | 2.025  | 0.043     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 13.698         | 5   | 2.74        | 1.463   | 0.200 |
| Residual   | 1736.321       | 927 | 1.873       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 3.743          | 0.008          | 0.200            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.053</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.172</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.963</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.026</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.445            | -0.058                        | 0.026             | -0.037                        | 0.078 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.083 Squared multiple R: 0.007

Adjusted squared multiple R: 0.002 Standard error of estimate: 1.369

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.445       | 0.061     | 0        |           | 40.247 | 0         |
| F08XCFP         | -0.05       | 0.058     | -0.043   | 0.422     | -0.856 | 0.392     |
| F08XCFV         | -0.049      | 0.064     | -0.028   | 0.809     | -0.763 | 0.446     |
| F08XCFP*F08XCFP | 0.042       | 0.024     | 0.083    | 0.456     | 1.717  | 0.086     |
| F08XCFV*F08XCFP | -0.003      | 0.048     | -0.002   | 0.958     | -0.067 | 0.946     |
| F08XCFV*F08XCFV | 0.066       | 0.044     | 0.053    | 0.868     | 1.506  | 0.133     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 12.023         | 5   | 2.405       | 1.283   | 0.269 |
| Residual   | 1737.996       | 927 | 1.875       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |        |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|--------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |        |       |
|                     | 1.876          | 0.007          | 0.269            |                  |                  |                               |                   |                               |        |       |
| <b>Fit Slope</b>    |                |                | <b>0.171</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Fit Curve</b>    |                |                | <b>0.109</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Slope</b> |                |                | <b>0.989</b>     |                  |                  |                               |                   |                               |        |       |
| <b>Misfit Curve</b> |                |                | <b>0.109</b>     |                  |                  |                               |                   |                               |        |       |
|                     |                |                |                  | <b>P</b>         | <b>Direction</b> |                               |                   |                               |        |       |
| All Countries       |                |                |                  |                  |                  | 2.445                         | -0.049            | 0.042                         | -0.003 | 0.066 |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.125 Squared multiple R: 0.016

Adjusted squared multiple R: 0.010 Standard error of estimate: 1.363

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.423       | 0.062     | 0        |           | 38.814 | 0         |
| F16XCFP         | -0.046      | 0.058     | -0.039   | 0.458     | -0.8   | 0.424     |
| F16XCFV         | 0.036       | 0.059     | 0.024    | 0.676     | 0.617  | 0.538     |
| F16XCFP*F16XCFP | 0.066       | 0.027     | 0.11     | 0.509     | 2.411  | 0.016     |
| F16XCFV*F16XCFP | -0.069      | 0.043     | -0.061   | 0.765     | -1.626 | 0.104     |
| F16XCFV*F16XCFV | 0.078       | 0.041     | 0.073    | 0.698     | 1.88   | 0.06      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 27.361         | 5   | 5.472       | 2.945   | 0.012 |
| Residual   | 1722.657       | 927 | 1.858       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |
|                     | 0.023          | 0.016          | 0.012            |                  |                  |                               |                   |                               |
| <b>Fit Slope</b>    |                |                | <b>P 0.88</b>    |                  |                  |                               |                   |                               |
| <b>Fit Curve</b>    |                |                | <b>0.141</b>     | <b>-0.01</b>     |                  |                               |                   |                               |
| <b>Misfit Slope</b> |                |                | <b>0.399</b>     | <b>0.075</b>     |                  |                               |                   |                               |
| <b>Misfit Curve</b> |                |                | <b>0.003</b>     | <b>-0.082</b>    |                  |                               |                   |                               |
| All Countries       |                |                |                  | 2.423            | 0.036            | 0.066                         | -0.069            | 0.078                         |

1053 case(s) deleted due to missing data.

Dep Var: F15RAWFP N: 933 Multiple R: 0.174 Squared multiple R: 0.030

Adjusted squared multiple R: 0.025 Standard error of estimate: 1.353

| Effect          | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|-----------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT        | 2.437       | 0.061     | 0        |           | 39.915 | 0         |
| F05XCFP         | -0.091      | 0.058     | -0.088   | 0.333     | -1.561 | 0.119     |
| F05XCFV         | 0.115       | 0.066     | 0.069    | 0.676     | 1.744  | 0.081     |
| F05XCFP*F05XCFP | 0.078       | 0.022     | 0.188    | 0.364     | 3.497  | 0         |
| F05XCFV*F05XCFP | -0.082      | 0.041     | -0.08    | 0.652     | -2.005 | 0.045     |
| F05XCFV*F05XCFV | 0.049       | 0.039     | 0.047    | 0.752     | 1.258  | 0.209     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 52.999         | 5   | 10.6        | 5.79    | 0.000 |
| Residual   | 1697.019       | 927 | 1.831       |         |       |

|                     | F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Effect Size      |                  |                               |                   |                               |       |
|---------------------|----------------|----------------|------------------|------------------|------------------|-------------------------------|-------------------|-------------------------------|-------|
|                     |                |                |                  | b <sub>1</sub> X | b <sub>2</sub> Y | b <sub>3</sub> X <sup>2</sup> | b <sub>4</sub> XY | b <sub>5</sub> Y <sup>2</sup> |       |
|                     | 0.126          | 0.030          | 0.000            |                  |                  |                               |                   |                               |       |
| <b>Fit Slope</b>    |                |                | <b>0.723</b>     |                  |                  |                               |                   |                               |       |
| <b>Fit Curve</b>    |                |                | <b>0.362</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Slope</b> |                |                | <b>0.049</b>     |                  |                  |                               |                   |                               |       |
| <b>Misfit Curve</b> |                |                | <b>0.001</b>     |                  |                  |                               |                   |                               |       |
|                     |                |                | <b>P</b>         | <b>Direction</b> |                  |                               |                   |                               |       |
| All Countries       |                |                |                  |                  | 2.437            | 0.115                         | 0.078 ***         | -0.082 *                      | 0.049 |

Appendix AK - 160 PRE tests: no dummy variables

P Values

| IV\DV                       | 03 Integrity | 19 Team Building | 04 Performance Orientation | 07 Encourager | 08 Loner | 16 Elitist/Individualistic | 05 Autocratic | 15 Micro Manager |
|-----------------------------|--------------|------------------|----------------------------|---------------|----------|----------------------------|---------------|------------------|
| 03 Integrity                |              | 0.004            | 0.037                      | 0.006         | 0.023    | 0.002                      | 0.063         | 0.128            |
| 19 Team Building            | 0.005        |                  | 0.051                      | 0.002         | 0.001    | 0.001                      | 0.05          | 0.02             |
| 04 Performance Orientation  | 0.012        | 0.042            |                            | 0.411         | 0.272    | 0.036                      | 0.07          | 0.139            |
| 07 Encourager               | 0.002        | 0                | 0.026                      |               | 0.039    | 0.005                      | 0.332         | 0.014            |
| 20 Calm                     | 0            | 0                | 0                          | 0             | 0        | 0                          | 0             | 0                |
| 01 Visionary                | 0            | 0                | 0.011                      | 0             | 0.001    | 0                          | 0             | 0.001            |
| 21 Motivational             | 0.052        | 0.001            | 0.037                      | 0.008         | 0.002    | 0.001                      | 0.264         | 0.001            |
| 02 Organised                | 0.064        | 0.084            | 0.249                      | 0.603         | 0.006    | 0.013                      | 0.132         | 0.105            |
| 09 Modesty                  | 0.002        | 0.002            | 0.015                      | 0.001         | 0.295    | 0.27                       | 0.193         | 0.252            |
| 12 Protective/Sensitive     | 0.001        | 0.001            | 0                          | 0             | 0.026    | 0.001                      | 0.048         | 0.027            |
| 06 Normative                | 0.344        | 0.073            | 0.392                      | 0.529         | 0.05     | 0.071                      | 0.544         | 0.258            |
| 14 Friendly/Helpful         | 0.001        | 0.001            | 0.01                       | 0             | 0.004    | 0.009                      | 0.02          | 0.044            |
| 11 Independent              | 0            | 0                | 0                          | 0             | 0.004    | 0.009                      | 0.02          | 0.044            |
| 17 Socially Aware           | 0.409        | 0                | 0                          | 0             | 0.018    | 0.25                       | 0.534         | 0.253            |
| 13 Risk Averse              | 0.409        | 0.376            | 0.312                      | 0.78          | 0.499    | 0.144                      | 0.28          | 0.699            |
| 10 Unreliable/Unintelligent | 0            | 0                | 0                          | 0             | 0.005    | 0                          | 0             | 0                |
| 18 Indirect                 | 0.3          | 0.566            | 0.307                      | 0.074         | 0.015    | 0.419                      | 0.426         | 0.2              |
| 08 Loner                    | 0.275        | 0.008            | 0.267                      | 0.035         |          | 0.098                      | 0.324         | 0.269            |
| 16 Elitist/Individualistic  | 0.053        | 0.005            | 0.001                      | 0.111         | 0.742    |                            | 0.043         | 0.012            |
| 05 Autocratic               | 0            | 0                | 0.005                      | 0             | 0.052    | 0                          |               | 0                |
| 15 Micro Manager            | 0            | 0                | 0                          | 0             | 0        | 0                          | 0             |                  |



Denotes support of the Hypothesis



Appendix AK - 160 PRE tests: no dummy variables

F Values

| IV\DV                       | 03 Integrity | 19 Team Building | 04 Performance Orientation | 07 Encourager | 08 Loner | 16 Elitist/Individualistic | 05 Autocratic | 15 Micro Manager |
|-----------------------------|--------------|------------------|----------------------------|---------------|----------|----------------------------|---------------|------------------|
| 03 Integrity                |              | 0.932            | 0.698                      | 0.039         | 1.026    | 0.448                      | 0.687         | 0.059            |
| 19 Team Building            | 6.262        |                  | 5.211                      | 5.007         | 5.258    | 0.637                      | 0.307         | 1.189            |
| 04 Performance Orientation  | 3.667        | 3.534            |                            | 1.696         | 2.692    | 0.004                      | 1.501         | 1.794            |
| 07 Encourager               | 4.01         | 11.077           | 5.56                       |               | 2.09     | 1.143                      | 0.003         | 4.338            |
| 20 Calm                     | 73.562       | 75.955           | 52.923                     | 70.936        | 54.292   | 16.907                     | 176.035       | 60.117           |
| 01 Visionary                | 10.798       | 7.497            | 6.226                      | 2.436         | 9.2      | 2.611                      | 4.788         | 4.208            |
| 21 Motivational             | 2.777        | 2.053            | 0.007                      | 0.464         | 5.746    | 1.84                       | 0.262         | 6.742            |
| 02 Organised                | 1.329        | 1.33             | 0.481                      | 0.018         | 1.429    | 1.185                      | 1.914         | 0.206            |
| 09 Modesty                  | 5.29         | 4.915            | 1.191                      | 8.816         | 1.103    | 0.311                      | 0.15          | 0.282            |
| 12 Protective/Sensitive     | 0.087        | 0.149            | 0.441                      | 1.235         | 1.291    | 0                          | 0.177         | 1.704            |
| 06 Normative                | 0.047        | 0.034            | 0.151                      | 0.862         | 1.63     | 2.081                      | 0.26          | 0.607            |
| 14 Friendly/Helpful         | 0.315        | 0.058            | 0.242                      | 0.002         | 0.19     | 0.798                      | 0.435         | 1.683            |
| 11 Independent              | 0.188        | 5.577            | 0.039                      | 1.636         | 0.19     | 0.798                      | 0.435         | 1.683            |
| 17 Socially Aware           | 0.188        | 5.577            | 0.039                      | 1.636         | 3.579    | 1.543                      | 0.054         | 0.451            |
| 13 Risk Averse              | 0.069        | 1.061            | 0.43                       | 0.039         | 0.074    | 4.987                      | 3.207         | 0.132            |
| 10 Unreliable/Unintelligent | 1.387        | 0.335            | 0.213                      | 0.552         | 0.544    | 0.625                      | 3.474         | 0.428            |
| 18 Indirect                 | 1.089        | 0.006            | 0.893                      | 1.549         | 0.015    | 2.552                      | 1.563         | 3.743            |
| 08 Loner                    | 1.15         | 3.905            | 2.088                      | 0.567         |          | 1.45                       | 1.773         | 1.876            |
| 16 Elitist/Individualistic  | 0.511        | 0.573            | 4.096                      | 0.844         | 0.23     |                            | 0.043         | 0.023            |
| 05 Autocratic               | 2.946        | 3.052            | 0.822                      | 3.057         | 1.695    | 0.13                       |               | 0.126            |
| 15 Micro Manager            | 31.981       | 37.092           | 27.553                     | 20.3          | 48.173   | 13.879                     | 50.393        |                  |



Denotes support of the Hypothesis

|                             |  | Direction    |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              |                             |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
|-----------------------------|--|--------------|-----------|--------------|--------------|------------------|-----------|--------------|--------------|----------------------------|-----------|--------------|--------------|---------------|-----------|--------------|--------------|-------|--------------|-----------------------------|-----------|--------------|--------------|----------------------------|-----------|--------------|--------------|---------------|-----------|--------------|--------------|------------------|-----------|--------------|--------------|--|--|--|
| IV\DV                       |  | 03 Integrity |           |              |              | 19 Team Building |           |              |              | 04 Performance Orientation |           |              |              | 07 Encourager |           |              |              | IV\DV |              | 08 Loner                    |           |              |              | 16 Elitist/Individualistic |           |              |              | 05 Autocratic |           |              |              | 15 Micro Manager |           |              |              |  |  |  |
|                             |  | Fit Slope    | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope        | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope                  | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope     | Fit Curve | Misfit Slope | Misfit Curve |       |              | Fit Slope                   | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope                  | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope     | Fit Curve | Misfit Slope | Misfit Curve | Fit Slope        | Fit Curve | Misfit Slope | Misfit Curve |  |  |  |
| 03 Integrity                |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       | 03 Integrity |                             |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 19 Team Building            |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 19 Team Building            |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 04 Performance Orientation  |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 04 Performance Orientation  |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 07 Encourager               |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 07 Encourager               |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 20 Calm                     |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 20 Calm                     |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 01 Visionary                |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 01 Visionary                |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 21 Motivational             |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 21 Motivational             |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 02 Organised                |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 02 Organised                |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 09 Modesty                  |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 09 Modesty                  |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 12 Protective/Sensitive     |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 12 Protective/Sensitive     |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 06 Normative                |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 06 Normative                |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 14 Friendly/Helpful         |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 14 Friendly/Helpful         |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 11 Independent              |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 11 Independent              |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 17 Socially Aware           |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 17 Socially Aware           |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 13 Risk Averse              |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 13 Risk Averse              |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 10 Unreliable/Unintelligent |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 10 Unreliable/Unintelligent |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 18 Indirect                 |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 18 Indirect                 |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 08 Loner                    |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 08 Loner                    |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 16 Elitist/Individualistic  |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 16 Elitist/Individualistic  |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 05 Autocratic               |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 05 Autocratic               |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |
| 15 Micro Manager            |  |              |           |              |              |                  |           |              |              |                            |           |              |              |               |           |              |              |       |              | 15 Micro Manager            |           |              |              |                            |           |              |              |               |           |              |              |                  |           |              |              |  |  |  |

Denotes support of the Hypothesis

Denotes support of the Hypothesis

Appendix AL

File: **Untitled**  
Independent (IV) and Integrity (DV)

BASIC statements cleared.

SYSTAT Rectangular file C:\mydocs\systat\proj3\may30.SYD,  
created Sun Aug 03, 2003 at 15:36:59, contains variables:

## Independent (IV) and Integrity (DV)

|         |           |            |          |          |         |
|---------|-----------|------------|----------|----------|---------|
| LDRNO   | LDRKEY    | LDRNAT     | LDRSCALE | NATIONAL | Q001    |
| Q002    | Q003      | Q004       | Q005     | Q006     | Q007    |
| Q008    | Q009      | Q010       | Q011     | Q012     | Q013    |
| Q014    | Q015      | Q016       | Q017     | Q018     | Q019    |
| Q020    | Q021      | Q022       | Q023     | Q024     | Q025    |
| Q026    | Q027      | Q028       | Q029     | Q030     | Q031    |
| Q032    | Q033      | Q034       | Q035     | Q036     | Q037    |
| Q038    | Q039      | Q040       | Q041     | Q042     | Q043    |
| Q044    | Q045      | Q046       | Q047     | Q048     | Q049    |
| Q050    | Q051      | Q052       | Q053     | Q054     | Q055    |
| Q056    | Q057      | Q058       | Q059     | Q060     | Q061    |
| Q062    | Q063      | Q064       | Q065     | Q066     | Q067    |
| Q068    | Q069      | Q070       | Q071     | Q072     | Q073    |
| Q074    | Q075      | Q076       | Q077     | Q078     | Q079    |
| Q080    | Q081      | Q082       | Q083     | Q084     | Q085    |
| Q086    | Q087      | Q088       | Q089     | Q090     | Q091    |
| Q092    | Q093      | Q094       | Q095     | Q096     | Q097    |
| Q098    | Q099      | Q100       | Q101     | Q102     | Q103    |
| Q104    | Q105      | Q106       | Q107     | Q108     | Q109    |
| Q110    | Q111      | Q112       | Q014R    | Q046R    | Q085R   |
| Q111R   | LDRNAME\$ | FOLLOWER\$ | GROUP\$  | NATFRQ   | FILTER_ |
| MEAN    | STDDEV    | Q001Z      | Q002Z    | Q003Z    | Q004Z   |
| Q005Z   | Q006Z     | Q007Z      | Q008Z    | Q009Z    | Q010Z   |
| Q011Z   | Q012Z     | Q013Z      | Q014Z    | Q015Z    | Q016Z   |
| Q017Z   | Q018Z     | Q019Z      | Q020Z    | Q021Z    | Q022Z   |
| Q023Z   | Q024Z     | Q025Z      | Q026Z    | Q027Z    | Q028Z   |
| Q029Z   | Q030Z     | Q031Z      | Q032Z    | Q033Z    | Q034Z   |
| Q035Z   | Q036Z     | Q037Z      | Q038Z    | Q039Z    | Q040Z   |
| Q041Z   | Q042Z     | Q043Z      | Q044Z    | Q045Z    | Q046Z   |
| Q047Z   | Q048Z     | Q049Z      | Q050Z    | Q051Z    | Q052Z   |
| Q053Z   | Q054Z     | Q055Z      | Q056Z    | Q057Z    | Q058Z   |
| Q059Z   | Q060Z     | Q061Z      | Q062Z    | Q063Z    | Q064Z   |
| Q065Z   | Q066Z     | Q067Z      | Q068Z    | Q069Z    | Q070Z   |
| Q071Z   | Q072Z     | Q073Z      | Q074Z    | Q075Z    | Q076Z   |
| Q077Z   | Q078Z     | Q079Z      | Q080Z    | Q081Z    | Q082Z   |
| Q083Z   | Q084Z     | Q085Z      | Q086Z    | Q087Z    | Q088Z   |
| Q089Z   | Q090Z     | Q091Z      | Q092Z    | Q093Z    | Q094Z   |
| Q095Z   | Q096Z     | Q097Z      | Q098Z    | Q099Z    | Q100Z   |
| Q101Z   | Q102Z     | Q103Z      | Q104Z    | Q105Z    | Q106Z   |
| Q107Z   | Q108Z     | Q109Z      | Q110Z    | Q111Z    | Q112Z   |
| Q014ZR  | Q085ZR    | Q046ZR     | Q111ZR   | FVISION  | FORGZD  |
| FINTEGR | FPEROR    | FAUTOGR    | FNORM    | FENCOUG  | FLONER  |
| FMODST  | FUNREL    | FINDEP     | FPROT    | FRISK    | FFRND   |
| FMICRO  | FELIT     | FSOCIAL    | FINDIRCT | FTEAM    | FCALM   |
| FMOTIV  | GADMIN    | GAUTOC     | GAUTON   | GVISION  | GINSPIR |
| GSELFS  | GCONFT    | GDECIS     | GDIPL    | GFACE    | GHUMAN  |

## Independent (IV) and Integrity (DV)

|          |          |          |           |          |          |
|----------|----------|----------|-----------|----------|----------|
| GINTEG   | GMALEV   | GMODST   | GNONP     | GPERF    | GPROC    |
| GSELCF   | GSTAT    | GCOLLAB  | GINTEGT   | Q014DZR  | Q085DZR  |
| Q046DZR  | Q111DZR  | Q001DZR  | Q021DZR   | Q059DZR  | Q079DZR  |
| Q050DZR  | Q045DZR  | Q074DZR  | Q042DZR   | Q009DZR  | Q022DZR  |
| Q106DZR  | Q027DZR  | Q068DZR  | Q010DZR   | Q090DZR  | Q077DZR  |
| Q023DZR  | Q083DZR  | Q064DZR  | Q033DZR   | Q044DZR  | Q062DZR  |
| DV_LTM   | DV_PMP   | DV_LTM01 | DV_LTM02  | DV_LTM03 | DV_LTM04 |
| DV_LTM05 | DV_LTM06 | DV_LTM07 | DV_LTM08  | DV_LTM09 | DV_LTM10 |
| DV_LTM11 | DV_LTM12 | DV_LTM13 | DV_LTM14  | DV_LTM15 | FIT_PCT  |
| F19X     | F19GRPX  | F19XCNTR | F19XZ     | MEANZ    | STDDEVZ  |
| MVISION  | MVISIONX | MORGZD   | MORGZDX   | MINTEGR  | MINTEGRX |
| MPEROR   | MPERORX  | MAUTOOCR | MAUTOOCRX | MNORM    | MNORMX   |
| MENCOUG  | MENCOUGX | MLONER   | MLONERX   | MMODST   | MMODSTX  |
| MUNREL   | MUNRELX  | MINDEP   | MINDEPX   | MPROT    | MPROTX   |
| MRISK    | MRISKX   | MFRND    | MFRNDX    | MMICRO   | MMICROX  |
| MELIT    | MELITX   | MSOCIAL  | MSOCIALX  | MINDIRCT | MINDRTX  |
| MTEAM    | MTEAMX   | MCALM    | MCALMX    | MMOTIV   | MMOTIVX  |
| XVISION  | XORGZD   | XINTEGR  | XPEROR    | XAUTOOCR | XNORM    |
| XENCOUG  | XLONER   | XMODST   | XUNREL    | XINDEP   | XPROT    |
| XRISK    | XFRND    | XMICRO   | XELIT     | XSOCIAL  | XINDIRCT |
| XTEAM    | XCALM    | XMOTIV   | F01XCFV   | F01XCFP  | F02XCFV  |
| F02XCFP  | F03XCFV  | F03XCFP  | F04XCFV   | F04XCFP  | F05XCFV  |
| F05XCFP  | F06XCFV  | F06XCFP  | F07XCFV   | F07XCFP  | F08XCFV  |
| F08XCFP  | F09XCFV  | F09XCFP  | F10XCFV   | F10XCFP  | F11XCFV  |
| F11XCFP  | F12XCFV  | F12XCFP  | F13XCFV   | F13XCFP  | F14XCFV  |
| F14XCFP  | F15XCFV  | F15XCFP  | F16XCFV   | F16XCFP  | F17XCFV  |
| F17XCFP  | F18XCFV  | F18XCFP  | F19XCFV   | F19XCFP  | F20XCFV  |
| F20XCFP  | F21XCFV  | F21XCFP  | F01RAWFP  | F02RAWFP | F03RAWFP |
| F04RAWFP | F05RAWFP | F06RAWFP | F07RAWFP  | F10RAWFP | F11RAWFP |
| F14RAWFP | F15RAWFP | F16RAWFP | F17RAWFP  | F18RAWFP | F19RAWFP |
| F20RAWFP | F21RAWFP | D1       | D2        | D3       | D4       |
| D5       | F08RAWFP | F09RAWFP | PERF_AVG  | PERF_POS |          |

BASIC statements cleared.

\*\*\*WARNING\*\*\*

There are no pending transformations; the  
RUN command is not needed here and will be skipped.

1053 case(s) deleted due to missing data.

Dep Var: F03RAWFP    N: 933    Multiple R: 0.397    Squared multiple R: 0.158

Adjusted squared multiple R: 0.131    Standard error of estimate: 0.908

## Independent (IV) and Integrity (DV)

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 4.791       | 0.179     | 0.000    | .         | 26.734 | 0.000     |
| F11XCFP            | 0.554       | 0.112     | 0.854    | 0.031     | 4.951  | 0.000     |
| F11XCFV            | 0.482       | 0.097     | 0.784    | 0.037     | 4.967  | 0.000     |
| D1                 | 1.230       | 0.190     | 0.625    | 0.100     | 6.487  | 0.000     |
| D2                 | 1.196       | 0.232     | 0.393    | 0.160     | 5.152  | 0.000     |
| D3                 | 0.831       | 0.213     | 0.301    | 0.156     | 3.901  | 0.000     |
| D4                 | 0.874       | 0.297     | 0.229    | 0.154     | 2.938  | 0.003     |
| F11XCFP*F11XCFP    | 0.003       | 0.063     | 0.007    | 0.036     | 0.044  | 0.965     |
| F11XCFP*F11XCFV    | -0.173      | 0.085     | -0.472   | 0.017     | -2.044 | 0.041     |
| F11XCFV*F11XCFV    | -0.009      | 0.052     | -0.026   | 0.040     | -0.171 | 0.864     |
| D1*F11XCFP         | -0.516      | 0.117     | -0.589   | 0.053     | -4.423 | 0.000     |
| D1*F11XCFV         | -0.515      | 0.104     | -0.606   | 0.063     | -4.965 | 0.000     |
| D2*F11XCFP         | -0.751      | 0.138     | -0.442   | 0.141     | -5.424 | 0.000     |
| D2*F11XCFV         | -0.484      | 0.142     | -0.316   | 0.109     | -3.417 | 0.001     |
| D3*F11XCFP         | -0.631      | 0.128     | -0.369   | 0.166     | -4.932 | 0.000     |
| D3*F11XCFV         | -0.485      | 0.115     | -0.294   | 0.192     | -4.217 | 0.000     |
| D4*F11XCFP         | -0.401      | 0.177     | -0.191   | 0.132     | -2.267 | 0.024     |
| D4*F11XCFV         | -0.614      | 0.170     | -0.278   | 0.158     | -3.615 | 0.000     |
| D1*F11XCFP*F11XCFP | 0.023       | 0.066     | 0.049    | 0.048     | 0.348  | 0.728     |
| D1*F11XCFP*F11XCFV | 0.234       | 0.087     | 0.468    | 0.030     | 2.677  | 0.008     |
| D1*F11XCFV*F11XCFV | -0.009      | 0.055     | -0.022   | 0.050     | -0.162 | 0.871     |
| D2*F11XCFP*F11XCFP | 0.013       | 0.073     | 0.019    | 0.082     | 0.176  | 0.860     |
| D2*F11XCFP*F11XCFV | 0.143       | 0.096     | 0.178    | 0.065     | 1.491  | 0.136     |
| D2*F11XCFV*F11XCFV | -0.006      | 0.067     | -0.011   | 0.069     | -0.093 | 0.926     |
| D3*F11XCFP*F11XCFP | 0.036       | 0.072     | 0.049    | 0.101     | 0.504  | 0.614     |
| D3*F11XCFP*F11XCFV | 0.139       | 0.093     | 0.160    | 0.082     | 1.500  | 0.134     |
| D3*F11XCFV*F11XCFV | 0.052       | 0.062     | 0.074    | 0.118     | 0.829  | 0.407     |
| D4*F11XCFP*F11XCFP | 0.027       | 0.096     | 0.028    | 0.093     | 0.276  | 0.783     |
| D4*F11XCFP*F11XCFV | 0.198       | 0.128     | 0.167    | 0.079     | 1.544  | 0.123     |
| D4*F11XCFV*F11XCFV | 0.117       | 0.081     | 0.113    | 0.149     | 1.436  | 0.151     |

## Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 139.204        | 29  | 4.800       | 5.828   | 0.000 |
| Residual   | 743.764        | 903 | 0.824       |         |       |

\*\*\* WARNING \*\*\*

|      |                       |             |        |
|------|-----------------------|-------------|--------|
| Case | 17 has large leverage | (Leverage = | 0.099) |
| Case | 44 has large leverage | (Leverage = | 0.081) |
| Case | 45 has large leverage | (Leverage = | 0.092) |
| Case | 69 has large leverage | (Leverage = | 0.267) |
| Case | 72 has large leverage | (Leverage = | 0.208) |
| Case | 76 has large leverage | (Leverage = | 0.101) |
| Case | 85 has large leverage | (Leverage = | 0.257) |

## Independent (IV) and Integrity (DV)

|      |     |                    |                         |         |
|------|-----|--------------------|-------------------------|---------|
| Case | 88  | has large leverage | (Leverage =             | 0.115)  |
| Case | 89  | has large leverage | (Leverage =             | 0.126)  |
| Case | 92  | has large leverage | (Leverage =             | 0.126)  |
| Case | 116 | has large leverage | (Leverage =             | 0.081)  |
| Case | 118 | has large leverage | (Leverage =             | 0.081)  |
| Case | 148 | has large leverage | (Leverage =             | 0.087)  |
| Case | 152 | has large leverage | (Leverage =             | 0.099)  |
| Case | 153 | has large leverage | (Leverage =             | 0.102)  |
| Case | 218 | has large leverage | (Leverage =             | 0.095)  |
| Case | 221 | has large leverage | (Leverage =             | 0.085)  |
| Case | 222 | has large leverage | (Leverage =             | 0.085)  |
| Case | 231 | has large leverage | (Leverage =             | 0.133)  |
| Case | 242 | has large leverage | (Leverage =             | 0.261)  |
| Case | 243 | has large leverage | (Leverage =             | 0.150)  |
| Case | 246 | has large leverage | (Leverage =             | 0.100)  |
| Case | 248 | has large leverage | (Leverage =             | 0.154)  |
| Case | 249 | has large leverage | (Leverage =             | 0.089)  |
| Case | 257 | has large leverage | (Leverage =             | 0.089)  |
| Case | 262 | is an outlier      | (Studentized Residual = | -5.011) |
| Case | 263 | has large leverage | (Leverage =             | 0.086)  |
| Case | 266 | has large leverage | (Leverage =             | 0.100)  |
| Case | 270 | has large leverage | (Leverage =             | 0.100)  |
| Case | 272 | has large leverage | (Leverage =             | 0.245)  |
| Case | 279 | has large leverage | (Leverage =             | 0.192)  |
| Case | 288 | has large leverage | (Leverage =             | 0.127)  |
| Case | 291 | has large leverage | (Leverage =             | 0.207)  |
| Case | 292 | has large leverage | (Leverage =             | 0.127)  |
| Case | 294 | has large leverage | (Leverage =             | 0.139)  |
| Case | 307 | has large leverage | (Leverage =             | 0.089)  |
| Case | 333 | has large leverage | (Leverage =             | 0.080)  |
| Case | 339 | has large leverage | (Leverage =             | 0.115)  |
| Case | 346 | has large leverage | (Leverage =             | 0.124)  |
| Case | 347 | has large leverage | (Leverage =             | 0.111)  |
| Case | 349 | has large leverage | (Leverage =             | 0.208)  |
| Case | 379 | has large leverage | (Leverage =             | 0.085)  |
| Case | 390 | has large leverage | (Leverage =             | 0.118)  |
| Case | 392 | has large leverage | (Leverage =             | 0.388)  |
| Case | 394 | has large leverage | (Leverage =             | 0.095)  |
| Case | 406 | has large leverage | (Leverage =             | 0.150)  |
| Case | 412 | has large leverage | (Leverage =             | 0.370)  |
| Case | 413 | has large leverage | (Leverage =             | 0.133)  |
| Case | 415 | has large leverage | (Leverage =             | 0.447)  |
| Case | 424 | has large leverage | (Leverage =             | 0.085)  |
| Case | 448 | has large leverage | (Leverage =             | 0.142)  |
| Case | 450 | has large leverage | (Leverage =             | 0.124)  |
| Case | 453 | has large leverage | (Leverage =             | 0.222)  |

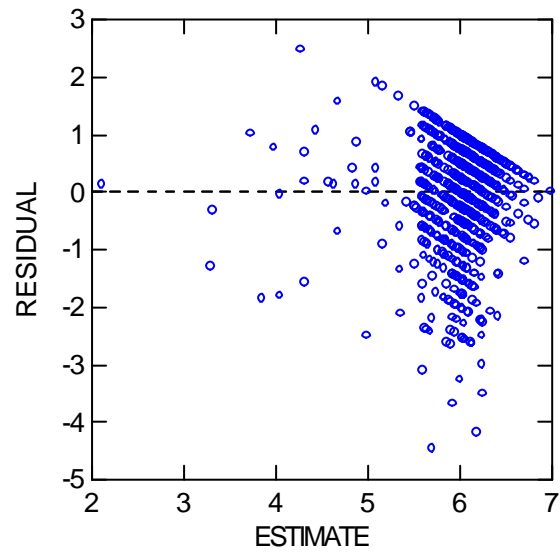
## Independent (IV) and Integrity (DV)

|      |     |                    |                         |         |
|------|-----|--------------------|-------------------------|---------|
| Case | 464 | has large leverage | (Leverage =             | 0.084)  |
| Case | 577 | has large leverage | (Leverage =             | 0.126)  |
| Case | 580 | has large leverage | (Leverage =             | 0.118)  |
| Case | 585 | has large leverage | (Leverage =             | 0.318)  |
| Case | 587 | has large leverage | (Leverage =             | 0.379)  |
| Case | 588 | has large leverage | (Leverage =             | 0.104)  |
| Case | 590 | has large leverage | (Leverage =             | 0.106)  |
| Case | 591 | has large leverage | (Leverage =             | 0.364)  |
| Case | 596 | has large leverage | (Leverage =             | 0.092)  |
| Case | 604 | has large leverage | (Leverage =             | 0.100)  |
| Case | 607 | has large leverage | (Leverage =             | 0.133)  |
| Case | 610 | has large leverage | (Leverage =             | 0.085)  |
| Case | 612 | has large leverage | (Leverage =             | 0.095)  |
| Case | 614 | has large leverage | (Leverage =             | 0.089)  |
| Case | 620 | has large leverage | (Leverage =             | 0.099)  |
| Case | 622 | has large leverage | (Leverage =             | 0.080)  |
| Case | 636 | has large leverage | (Leverage =             | 0.113)  |
| Case | 667 | has large leverage | (Leverage =             | 0.111)  |
| Case | 670 | has large leverage | (Leverage =             | 0.145)  |
| Case | 671 | has large leverage | (Leverage =             | 0.092)  |
| Case | 673 | has large leverage | (Leverage =             | 0.089)  |
| Case | 678 | has large leverage | (Leverage =             | 0.121)  |
| Case | 711 | has large leverage | (Leverage =             | 0.113)  |
| Case | 714 | has large leverage | (Leverage =             | 0.133)  |
| Case | 716 | has large leverage | (Leverage =             | 0.083)  |
| Case | 718 | has large leverage | (Leverage =             | 0.080)  |
| Case | 722 | has large leverage | (Leverage =             | 0.270)  |
| Case | 735 | has large leverage | (Leverage =             | 0.174)  |
| Case | 736 | has large leverage | (Leverage =             | 0.083)  |
| Case | 764 | has large leverage | (Leverage =             | 0.081)  |
| Case | 776 | has large leverage | (Leverage =             | 0.114)  |
| Case | 782 | has large leverage | (Leverage =             | 0.114)  |
| Case | 799 | has large leverage | (Leverage =             | 0.084)  |
| Case | 811 | has large leverage | (Leverage =             | 0.092)  |
| Case | 812 | has large leverage | (Leverage =             | 0.120)  |
| Case | 813 | has large leverage | (Leverage =             | 0.326)  |
| Case | 817 | has large leverage | (Leverage =             | 0.097)  |
| Case | 820 | has large leverage | (Leverage =             | 0.115)  |
| Case | 840 | has large leverage | (Leverage =             | 0.080)  |
| Case | 890 | has large leverage | (Leverage =             | 0.118)  |
| Case | 911 | has large leverage | (Leverage =             | 0.084)  |
| Case | 911 | is an outlier      | (Studentized Residual = | -4.881) |
| Case | 928 | has large leverage | (Leverage =             | 0.116)  |
| Case | 930 | has large leverage | (Leverage =             | 0.224)  |
| Case | 932 | has large leverage | (Leverage =             | 0.365)  |
| Case | 933 | has large leverage | (Leverage =             | 0.118)  |



Durbin-Watson D Statistic      1.690  
First Order Autocorrelation    0.152

### Plot of Residuals against Predicted Values



Hypothesis

A Matrix

## Independent (IV) and Integrity (DV)

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|    | 1     | 2     | 3     | 4     | 5     |
|----|-------|-------|-------|-------|-------|
| 1  | 0.000 | 0.000 | 0.000 | 1.000 | 0.000 |
| 2  | 0.000 | 0.000 | 0.000 | 0.000 | 1.000 |
| 3  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 4  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 5  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 7  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 8  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 9  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 10 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 12 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 13 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 14 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 15 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 16 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 17 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 18 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 19 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 20 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 22 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 23 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 24 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

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|    | 6     | 7     | 8     | 9     | 10    |
|----|-------|-------|-------|-------|-------|
| 1  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 2  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 3  | 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 4  | 0.000 | 1.000 | 0.000 | 0.000 | 0.000 |
| 5  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 7  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 8  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 9  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 10 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 12 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 13 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 14 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 15 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 16 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 17 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 18 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 19 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 20 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 22 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 23 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 24 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

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|    | 11    | 12    | 13    | 14    | 15    |
|----|-------|-------|-------|-------|-------|
| 1  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 2  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 3  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 4  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 5  | 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6  | 0.000 | 1.000 | 0.000 | 0.000 | 0.000 |
| 7  | 0.000 | 0.000 | 1.000 | 0.000 | 0.000 |
| 8  | 0.000 | 0.000 | 0.000 | 1.000 | 0.000 |
| 9  | 0.000 | 0.000 | 0.000 | 0.000 | 1.000 |
| 10 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 12 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 13 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 14 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 15 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 16 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 17 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 18 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 19 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 20 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 22 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 23 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 24 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

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|    | 16    | 17    | 18    | 19    | 20    |
|----|-------|-------|-------|-------|-------|
| 1  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 2  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 3  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 4  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 5  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 7  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 8  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 9  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 10 | 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11 | 0.000 | 1.000 | 0.000 | 0.000 | 0.000 |
| 12 | 0.000 | 0.000 | 1.000 | 0.000 | 0.000 |
| 13 | 0.000 | 0.000 | 0.000 | 1.000 | 0.000 |
| 14 | 0.000 | 0.000 | 0.000 | 0.000 | 1.000 |
| 15 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 16 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 17 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 18 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 19 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 20 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 22 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 23 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 24 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

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|    | 21    | 22    | 23    | 24    | 25    |
|----|-------|-------|-------|-------|-------|
| 1  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 2  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 3  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 4  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 5  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 7  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 8  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 9  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 10 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 12 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 13 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 14 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 15 | 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 16 | 0.000 | 1.000 | 0.000 | 0.000 | 0.000 |
| 17 | 0.000 | 0.000 | 1.000 | 0.000 | 0.000 |
| 18 | 0.000 | 0.000 | 0.000 | 1.000 | 0.000 |
| 19 | 0.000 | 0.000 | 0.000 | 0.000 | 1.000 |
| 20 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 22 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 23 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 24 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

---

|    | 26    | 27    | 28    | 29    | 30    |
|----|-------|-------|-------|-------|-------|
| 1  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 2  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 3  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 4  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 5  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 7  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 8  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 9  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 10 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 12 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 13 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 14 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 15 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 16 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 17 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 18 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 19 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 20 | 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21 | 0.000 | 1.000 | 0.000 | 0.000 | 0.000 |
| 22 | 0.000 | 0.000 | 1.000 | 0.000 | 0.000 |
| 23 | 0.000 | 0.000 | 0.000 | 1.000 | 0.000 |
| 24 | 0.000 | 0.000 | 0.000 | 0.000 | 1.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 113.103 | 24  | 4.713 | 5.722 | 0.000 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Culture Matters?

Hypothesis

A Matrix

|  | 1     | 2     | 3     | 4     | 5     |
|--|-------|-------|-------|-------|-------|
|  | 0.000 | 1.000 | 1.000 | 0.000 | 0.000 |
|  | 6     | 7     | 8     | 9     | 10    |
|  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS     | F      | P     |
|------------|---------|-----|--------|--------|-------|
| Hypothesis | 44.368  | 1   | 44.368 | 53.867 | 0.000 |
| Error      | 743.764 | 903 | 0.824  |        |       |

Japan  
Fit Slope

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 1.000 | 1.000 | 1.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |



|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 3.670   | 1   | 3.670 | 4.455 | 0.035 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Japan  
Fit Curve

Hypothesis

A Matrix

|       |       |        |       |       |
|-------|-------|--------|-------|-------|
| 1     | 2     | 3      | 4     | 5     |
| 0.000 | 1.000 | -1.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.176   | 1   | 0.176 | 0.214 | 0.644 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Japan  
Misfit Slope

Hypothesis

A Matrix

|       |       |       |        |       |
|-------|-------|-------|--------|-------|
| 1     | 2     | 3     | 4      | 5     |
| 0.000 | 0.000 | 0.000 | 0.000  | 0.000 |
| 6     | 7     | 8     | 9      | 10    |
| 0.000 | 0.000 | 1.000 | -1.000 | 1.000 |
| 11    | 12    | 13    | 14     | 15    |
| 0.000 | 0.000 | 0.000 | 0.000  | 0.000 |
| 16    | 17    | 18    | 19     | 20    |
| 0.000 | 0.000 | 0.000 | 0.000  | 0.000 |
| 21    | 22    | 23    | 24     | 25    |
| 0.000 | 0.000 | 0.000 | 0.000  | 0.000 |
| 26    | 27    | 28    | 29     | 30    |
| 0.000 | 0.000 | 0.000 | 0.000  | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.951   | 1   | 0.951 | 1.154 | 0.283 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Japan  
Misfit Curve

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11    | 12    | 13    | 14    | 15    |
| 1.000 | 1.000 | 0.000 | 0.000 | 0.000 |
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS     | F      | P     |
|------------|---------|-----|--------|--------|-------|
| Hypothesis | 41.195  | 1   | 41.195 | 50.015 | 0.000 |
| Error      | 743.764 | 903 | 0.824  |        |       |

USA  
Fit Slope

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Independent (IV) and Integrity (DV)

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 1.000 | 1.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 6.569   | 1   | 6.569 | 7.975 | 0.005 |
| Error      | 743.764 | 903 | 0.824 |       |       |

USA  
Fit Curve

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |        |       |       |       |
|-------|--------|-------|-------|-------|
| 11    | 12     | 13    | 14    | 15    |
| 1.000 | -1.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.000   | 1   | 0.000 | 0.000 | 0.995 |
| Error      | 743.764 | 903 | 0.824 |       |       |

|              |
|--------------|
| USA          |
| Misfit Slope |

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |        |
|-------|-------|-------|-------|--------|
| 16    | 17    | 18    | 19    | 20     |
| 0.000 | 0.000 | 0.000 | 1.000 | -1.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 1.532   | 1   | 1.532 | 1.859 | 0.173 |
| Error      | 743.764 | 903 | 0.824 |       |       |

USA  
Misfit Curve

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 1.000 | 1.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

Independent (IV) and Integrity (DV)

| Source     | SS      | df  | MS     | F      | P     |
|------------|---------|-----|--------|--------|-------|
| Hypothesis | 38.484  | 1   | 38.484 | 46.723 | 0.000 |
| Error      | 743.764 | 903 | 0.824  |        |       |

**Brazil  
Fit Slope**

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 1.000 | 1.000 | 1.000 | 0.000 |
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 1.887   | 1   | 1.887 | 2.291 | 0.130 |
| Error      | 743.764 | 903 | 0.824 |       |       |

**Brazil  
Fit Curve**

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |        |       |
|-------|-------|-------|--------|-------|
| 11    | 12    | 13    | 14     | 15    |
| 0.000 | 0.000 | 1.000 | -1.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 1.286   | 1   | 1.286 | 1.561 | 0.212 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Brazil  
Misfit Slope

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |



|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |        |       |       |
|-------|-------|--------|-------|-------|
| 21    | 22    | 23     | 24    | 25    |
| 0.000 | 1.000 | -1.000 | 1.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.476   | 1   | 0.476 | 0.578 | 0.447 |
| Error      | 743.764 | 903 | 0.824 |       |       |

**Brazil  
Misfit Curve**

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 1.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 1.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS     | F      | P     |
|------------|---------|-----|--------|--------|-------|
| Hypothesis | 42.277  | 1   | 42.277 | 51.328 | 0.000 |
| Error      | 743.764 | 903 | 0.824  |        |       |

GB  
Fit Slope

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 1.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 1.000 | 1.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 4.992   | 1   | 4.992 | 6.061 | 0.014 |
| Error      | 743.764 | 903 | 0.824 |       |       |

GB  
Fit Curve

Hypothesis

A Matrix

|        |       |       |       |       |
|--------|-------|-------|-------|-------|
| 1      | 2     | 3     | 4     | 5     |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |
| 6      | 7     | 8     | 9     | 10    |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |
| 11     | 12    | 13    | 14    | 15    |
| 0.000  | 0.000 | 0.000 | 0.000 | 1.000 |
| 16     | 17    | 18    | 19    | 20    |
| -1.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 21     | 22    | 23    | 24    | 25    |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |
| 26     | 27    | 28    | 29    | 30    |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.504   | 1   | 0.504 | 0.612 | 0.434 |
| Error      | 743.764 | 903 | 0.824 |       |       |

GB  
Misfit Slope

Hypothesis

A Matrix

|        |       |       |       |       |
|--------|-------|-------|-------|-------|
| 1      | 2     | 3     | 4     | 5     |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |
| 6      | 7     | 8     | 9     | 10    |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |
| 11     | 12    | 13    | 14    | 15    |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |
| 16     | 17    | 18    | 19    | 20    |
| 0.000  | 0.000 | 0.000 | 0.000 | 0.000 |
| 21     | 22    | 23    | 24    | 25    |
| 0.000  | 0.000 | 0.000 | 0.000 | 1.000 |
| 26     | 27    | 28    | 29    | 30    |
| -1.000 | 1.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.072   | 1   | 0.072 | 0.088 | 0.767 |
| Error      | 743.764 | 903 | 0.824 |       |       |

GB  
Misfit Curve

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 1.000 | 1.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS     | F      | P     |
|------------|---------|-----|--------|--------|-------|
| Hypothesis | 21.162  | 1   | 21.162 | 25.693 | 0.000 |
| Error      | 743.764 | 903 | 0.824  |        |       |

Netherlands  
Fit Slope

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 1.000 | 1.000 | 1.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 6.887   | 1   | 6.887 | 8.361 | 0.004 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Netherlands  
Fit Curve

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |        |       |       |
|-------|-------|--------|-------|-------|
| 16    | 17    | 18     | 19    | 20    |
| 0.000 | 1.000 | -1.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 26    | 27    | 28    | 29    | 30    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Test of Hypothesis

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.465   | 1   | 0.465 | 0.565 | 0.452 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Netherlands  
Misfit Slope

Hypothesis

A Matrix

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 1     | 2     | 3     | 4     | 5     |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 6     | 7     | 8     | 9     | 10    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 11    | 12    | 13    | 14    | 15    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 16    | 17    | 18    | 19    | 20    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 21    | 22    | 23    | 24    | 25    |
| 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

|       |       |       |        |       |
|-------|-------|-------|--------|-------|
| 26    | 27    | 28    | 29     | 30    |
| 0.000 | 0.000 | 1.000 | -1.000 | 1.000 |

Test of Hypothesis

Independent (IV) and Integrity (DV)

| Source     | SS      | df  | MS    | F     | P     |
|------------|---------|-----|-------|-------|-------|
| Hypothesis | 0.042   | 1   | 0.042 | 0.051 | 0.822 |
| Error      | 743.764 | 903 | 0.824 |       |       |

Netherlands  
Misfit Curve



# Appendix AP

## Integrity (IV) and Team Building (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.346 Squared multiple R: 0.120

Adjusted squared multiple R: 0.092 Standard error of estimate: 0.932

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.198       | 0.208     | 0        |           | 24.977 | 0         |
| F03XCFP            | 0.47        | 0.21      | 0.468    | 0.022     | 2.235  | 0.026     |
| F03XCFV            | -0.37       | 0.3       | -0.188   | 0.042     | -1.233 | 0.218     |
| D1                 | 0.419       | 0.218     | 0.212    | 0.08      | 1.925  | 0.055     |
| D2                 | 0.395       | 0.262     | 0.129    | 0.132     | 1.507  | 0.132     |
| D3                 | 0.189       | 0.249     | 0.068    | 0.12      | 0.759  | 0.448     |
| D4                 | 0.547       | 0.272     | 0.142    | 0.194     | 2.007  | 0.045     |
| F03XCFP*F03XCFP    | -0.039      | 0.05      | -0.095   | 0.067     | -0.791 | 0.429     |
| F03XCFP*F03XCFV    | -0.639      | 0.249     | -0.472   | 0.029     | -2.566 | 0.01      |
| F03XCFV*F03XCFV    | 0.421       | 0.402     | 0.202    | 0.026     | 1.048  | 0.295     |
| D1*F03XCFP         | -0.372      | 0.226     | -0.266   | 0.037     | -1.647 | 0.1       |
| D1*F03XCFV         | 0.33        | 0.32      | 0.139    | 0.054     | 1.03   | 0.303     |
| D2*F03XCFP         | -0.338      | 0.294     | -0.119   | 0.091     | -1.148 | 0.251     |
| D2*F03XCFV         | 0.036       | 0.409     | 0.007    | 0.159     | 0.088  | 0.93      |
| D3*F03XCFP         | -0.676      | 0.275     | -0.26    | 0.088     | -2.462 | 0.014     |
| D3*F03XCFV         | 0.475       | 0.36      | 0.106    | 0.152     | 1.318  | 0.188     |
| D4*F03XCFP         | -0.679      | 0.311     | -0.198   | 0.118     | -2.185 | 0.029     |
| D4*F03XCFV         | -0.274      | 0.414     | -0.04    | 0.266     | -0.662 | 0.508     |
| D1*F03XCFP*F03XCFP | 0.084       | 0.06      | 0.136    | 0.103     | 1.405  | 0.16      |
| D1*F03XCFP*F03XCFV | 0.569       | 0.267     | 0.332    | 0.04      | 2.126  | 0.034     |
| D1*F03XCFV*F03XCFV | -0.271      | 0.417     | -0.126   | 0.026     | -0.648 | 0.517     |
| D2*F03XCFP*F03XCFP | 0.103       | 0.111     | 0.07     | 0.172     | 0.926  | 0.354     |
| D2*F03XCFP*F03XCFV | 0.615       | 0.344     | 0.13     | 0.185     | 1.788  | 0.074     |
| D2*F03XCFV*F03XCFV | -0.197      | 0.533     | -0.028   | 0.167     | -0.371 | 0.711     |
| D3*F03XCFP*F03XCFP | -0.104      | 0.087     | -0.101   | 0.136     | -1.191 | 0.234     |
| D3*F03XCFP*F03XCFV | 1.066       | 0.294     | 0.317    | 0.127     | 3.627  | 0         |
| D3*F03XCFV*F03XCFV | -0.568      | 0.502     | -0.099   | 0.128     | -1.13  | 0.259     |
| D4*F03XCFP*F03XCFP | -0.025      | 0.135     | -0.014   | 0.172     | -0.183 | 0.855     |
| D4*F03XCFP*F03XCFV | 0.582       | 0.333     | 0.101    | 0.291     | 1.749  | 0.081     |
| D4*F03XCFV*F03XCFV | -0.804      | 0.514     | -0.109   | 0.202     | -1.566 | 0.118     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 106.732        | 29  | 3.68        | 4.24    | 0.000 |
| Residual   | 783.799        | 903 | 0.868       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.321 | 0.120 | 0.000            | 0.000             |

|                    | Effect Size |                  | X        | Y      | X2     | XY        | Y2     |
|--------------------|-------------|------------------|----------|--------|--------|-----------|--------|
| <b>JAPAN</b>       | <b>P</b>    | <b>Direction</b> |          |        |        |           |        |
| Fit Slope          | 0.698       | 0.1              | 0.47 *   | -0.37  | -0.039 | -0.639 *  | 0.421  |
| Fit Curve          | 0.566       | -0.257           |          |        |        |           |        |
| Misfit Slope       | 0.062       | 0.84             |          |        |        |           |        |
| Misfit Curve       | 0.04        | 1.021            |          |        |        |           |        |
| <b>USA</b>         |             |                  |          |        |        |           |        |
| Fit Slope          | 0.879       | 0.058            | 0.098    | -0.04  | 0.045  | -0.07 *   | 0.15   |
| Fit Curve          | 0.403       | 0.125            |          |        |        |           |        |
| Misfit Slope       | 0.144       | 0.798            |          |        |        |           |        |
| Misfit Curve       | 0.158       | 0.265            |          |        |        |           |        |
| <b>BRAZIL</b>      |             |                  |          |        |        |           |        |
| Fit Slope          | 0.403       | -0.202           | 0.132    | -0.334 | 0.064  | -0.024    | 0.224  |
| Fit Curve          | 0.355       | 0.264            |          |        |        |           |        |
| Misfit Slope       | 0.543       | 0.466            |          |        |        |           |        |
| Misfit Curve       | 0.332       | 0.312            |          |        |        |           |        |
| <b>GB</b>          |             |                  |          |        |        |           |        |
| Fit Slope          | 0.542       | -0.101           | -0.206 * | 0.105  | -0.143 | 0.427 *** | -0.147 |
| Fit Curve          | 0.448       | 0.137            |          |        |        |           |        |
| Misfit Slope       | 0.036       | -0.311           |          |        |        |           |        |
| Misfit Curve       | 0.007       | -0.717           |          |        |        |           |        |
| <b>NETHERLANDS</b> |             |                  |          |        |        |           |        |
| Fit Slope          | 0.013       | -0.853           | -0.209 * | -0.644 | -0.064 | -0.057    | -0.383 |
| Fit Curve          | 0.663       | -0.504           |          |        |        |           |        |
| Misfit Slope       | 0.515       | 0.435            |          |        |        |           |        |
| Misfit Curve       | 0.032       | -0.39            |          |        |        |           |        |

**Integrity (IV) and Encourager (DV)**

Dep Var: F07RAWFP N: 933 Multiple R: 0.301 Squared multiple R: 0.091

Adjusted squared multiple R: 0.062 Standard error of estimate: 1.187

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.135       | 0.265     | 0        |           | 19.363 | 0         |
| F03XCFP            | 0.596       | 0.268     | 0.473    | 0.022     | 2.223  | 0.026     |
| F03XCFV            | -0.677      | 0.383     | -0.275   | 0.042     | -1.768 | 0.077     |
| D1                 | 0.217       | 0.278     | 0.088    | 0.08      | 0.784  | 0.433     |
| D2                 | 0.081       | 0.334     | 0.021    | 0.132     | 0.242  | 0.809     |
| D3                 | -0.047      | 0.318     | -0.014   | 0.12      | -0.149 | 0.882     |
| D4                 | 0.346       | 0.347     | 0.072    | 0.194     | 0.996  | 0.32      |
| F03XCFP*F03XCFP    | -0.049      | 0.064     | -0.095   | 0.067     | -0.771 | 0.441     |
| F03XCFP*F03XCFV    | -0.885      | 0.317     | -0.522   | 0.029     | -2.792 | 0.005     |
| F03XCFV*F03XCFV    | 0.511       | 0.512     | 0.195    | 0.026     | 0.999  | 0.318     |
| D1*F03XCFP         | -0.569      | 0.288     | -0.324   | 0.037     | -1.975 | 0.049     |
| D1*F03XCFV         | 0.783       | 0.408     | 0.263    | 0.054     | 1.917  | 0.056     |
| D2*F03XCFP         | -0.177      | 0.375     | -0.05    | 0.091     | -0.472 | 0.637     |
| D2*F03XCFV         | 0.104       | 0.521     | 0.016    | 0.159     | 0.199  | 0.842     |
| D3*F03XCFP         | -0.848      | 0.35      | -0.26    | 0.088     | -2.422 | 0.016     |
| D3*F03XCFV         | 0.824       | 0.459     | 0.146    | 0.152     | 1.794  | 0.073     |
| D4*F03XCFP         | -0.609      | 0.396     | -0.142   | 0.118     | -1.536 | 0.125     |
| D4*F03XCFV         | 0.549       | 0.527     | 0.064    | 0.266     | 1.042  | 0.298     |
| D1*F03XCFP*F03XCFP | 0.058       | 0.076     | 0.076    | 0.103     | 0.769  | 0.442     |
| D1*F03XCFP*F03XCFV | 0.976       | 0.341     | 0.455    | 0.04      | 2.863  | 0.004     |
| D1*F03XCFV*F03XCFV | -0.474      | 0.532     | -0.176   | 0.026     | -0.892 | 0.373     |
| D2*F03XCFP*F03XCFP | 0.334       | 0.141     | 0.181    | 0.172     | 2.363  | 0.018     |
| D2*F03XCFP*F03XCFV | 0.783       | 0.438     | 0.132    | 0.185     | 1.785  | 0.075     |
| D2*F03XCFV*F03XCFV | -0.072      | 0.679     | -0.008   | 0.167     | -0.106 | 0.916     |
| D3*F03XCFP*F03XCFP | -0.099      | 0.111     | -0.076   | 0.136     | -0.887 | 0.375     |
| D3*F03XCFP*F03XCFV | 1.424       | 0.374     | 0.338    | 0.127     | 3.805  | 0         |
| D3*F03XCFV*F03XCFV | -0.581      | 0.64      | -0.081   | 0.128     | -0.908 | 0.364     |
| D4*F03XCFP*F03XCFP | 0.135       | 0.172     | 0.06     | 0.172     | 0.785  | 0.433     |
| D4*F03XCFP*F03XCFV | 1.053       | 0.424     | 0.146    | 0.291     | 2.484  | 0.013     |
| D4*F03XCFV*F03XCFV | -0.76       | 0.654     | -0.082   | 0.202     | -1.161 | 0.246     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 127.143        | 29  | 4.384       | 3.111   | 0.000 |
| Residual   | 1272.684       | 903 | 1.409       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.032 | 0.091 | 0.000            | 0.000             |

|                    | P            | Effect Size | Direction | X        | Y      | X2      | XY        | Y2     |
|--------------------|--------------|-------------|-----------|----------|--------|---------|-----------|--------|
| <b>JAPAN</b>       |              |             |           |          |        |         |           |        |
| Fit Slope          | 0.804        | 0.133       |           | 0.596 *  | -0.677 | -0.049  | -0.885 ** | 0.511  |
| Fit Curve          | 0.459        | 0.137       |           |          |        |         |           |        |
| Misfit Slope       | <b>0.027</b> | 1.487       |           |          |        |         |           |        |
| Misfit Curve       | <b>0.034</b> | 1.347       |           |          |        |         |           |        |
| <b>USA</b>         |              |             |           |          |        |         |           |        |
| Fit Slope          | 0.543        | 0.133       |           | 0.027 *  | 0.106  | 0.009   | 0.091 **  | 0.037  |
| Fit Curve          | 0.336        | 0.137       |           |          |        |         |           |        |
| Misfit Slope       | <b>0.028</b> | 1.487       |           |          |        |         |           |        |
| Misfit Curve       | <b>0.042</b> | -0.045      |           |          |        |         |           |        |
| <b>BRAZIL</b>      |              |             |           |          |        |         |           |        |
| Fit Slope          | 0.874        | -0.154      |           | 0.419    | -0.573 | 0.285 * | -0.102    | 0.439  |
| Fit Curve          | 0.145        | 0.622       |           |          |        |         |           |        |
| Misfit Slope       | 0.72         | 0.992       |           |          |        |         |           |        |
| Misfit Curve       | 0.576        | 0.826       |           |          |        |         |           |        |
| <b>GB</b>          |              |             |           |          |        |         |           |        |
| Fit Slope          | 0.954        | -0.105      |           | -0.252 * | 0.147  | -0.148  | 0.539 *** | -0.07  |
| Fit Curve          | 0.261        | 0.321       |           |          |        |         |           |        |
| Misfit Slope       | <b>0.017</b> | -0.399      |           |          |        |         |           |        |
| Misfit Curve       | <b>0.011</b> | -0.757      |           |          |        |         |           |        |
| <b>NETHERLANDS</b> |              |             |           |          |        |         |           |        |
| Fit Slope          | 0.903        | -0.141      |           | -0.013   | -0.128 | 0.086   | 0.168 *   | -0.249 |
| Fit Curve          | 0.552        | 0.005       |           |          |        |         |           |        |
| Misfit Slope       | 0.145        | 0.115       |           |          |        |         |           |        |
| Misfit Curve       | <b>0.046</b> | -0.331      |           |          |        |         |           |        |

**Integrity (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.330 Squared multiple R: 0.109

Adjusted squared multiple R: 0.080 Standard error of estimate: 1.260

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.171       | 0.281     | 0        |           | 7.712  | 0         |
| F03XCFP            | -0.326      | 0.284     | -0.242   | 0.022     | -1.148 | 0.251     |
| F03XCFV            | 0.636       | 0.406     | 0.241    | 0.042     | 1.565  | 0.118     |
| D1                 | 0.139       | 0.295     | 0.052    | 0.08      | 0.473  | 0.637     |
| D2                 | 0.732       | 0.354     | 0.178    | 0.132     | 2.065  | 0.039     |
| D3                 | 0.528       | 0.337     | 0.142    | 0.12      | 1.568  | 0.117     |
| D4                 | -0.007      | 0.368     | -0.001   | 0.194     | -0.019 | 0.985     |
| F03XCFP*F03XCFP    | 0.179       | 0.067     | 0.323    | 0.067     | 2.657  | 0.008     |
| F03XCFP*F03XCFV    | 1.007       | 0.337     | 0.554    | 0.029     | 2.992  | 0.003     |
| F03XCFV*F03XCFV    | -0.287      | 0.543     | -0.102   | 0.026     | -0.528 | 0.598     |
| D1*F03XCFP         | 0.198       | 0.306     | 0.105    | 0.037     | 0.648  | 0.517     |
| D1*F03XCFV         | -0.581      | 0.433     | -0.182   | 0.054     | -1.341 | 0.18      |
| D2*F03XCFP         | 0.332       | 0.398     | 0.087    | 0.091     | 0.835  | 0.404     |
| D2*F03XCFV         | -0.196      | 0.553     | -0.028   | 0.159     | -0.353 | 0.724     |
| D3*F03XCFP         | 0.12        | 0.372     | 0.034    | 0.088     | 0.322  | 0.747     |
| D3*F03XCFV         | -0.517      | 0.487     | -0.086   | 0.152     | -1.062 | 0.289     |
| D4*F03XCFP         | 0.709       | 0.421     | 0.154    | 0.118     | 1.687  | 0.092     |
| D4*F03XCFV         | -0.614      | 0.559     | -0.067   | 0.266     | -1.098 | 0.272     |
| D1*F03XCFP*F03XCFP | -0.237      | 0.08      | -0.288   | 0.103     | -2.949 | 0.003     |
| D1*F03XCFP*F03XCFV | -1.007      | 0.362     | -0.438   | 0.04      | -2.783 | 0.006     |
| D1*F03XCFV*F03XCFV | 0.324       | 0.564     | 0.112    | 0.026     | 0.574  | 0.566     |
| D2*F03XCFP*F03XCFP | -0.289      | 0.15      | -0.146   | 0.172     | -1.927 | 0.054     |
| D2*F03XCFP*F03XCFV | -1.013      | 0.465     | -0.159   | 0.185     | -2.177 | 0.03      |
| D2*F03XCFV*F03XCFV | 0.999       | 0.721     | 0.107    | 0.167     | 1.387  | 0.166     |
| D3*F03XCFP*F03XCFP | -0.207      | 0.118     | -0.149   | 0.136     | -1.751 | 0.08      |
| D3*F03XCFP*F03XCFV | -0.897      | 0.397     | -0.199   | 0.127     | -2.258 | 0.024     |
| D3*F03XCFV*F03XCFV | 0.043       | 0.68      | 0.005    | 0.128     | 0.063  | 0.95      |
| D4*F03XCFP*F03XCFP | -0.092      | 0.182     | -0.038   | 0.172     | -0.502 | 0.616     |
| D4*F03XCFP*F03XCFV | -1.548      | 0.45      | -0.2     | 0.291     | -3.438 | 0.001     |
| D4*F03XCFV*F03XCFV | 1.393       | 0.695     | 0.14     | 0.202     | 2.005  | 0.045     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 174.712        | 29  | 6.025       | 3.795   | 0.000 |
| Residual   | 1433.669       | 903 | 1.588       |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.111 | 0.109 | 0.000            | 0.000             |

|                    | P            | Effect Size Direction | X      | Y     | X2        | XY        | Y2     |
|--------------------|--------------|-----------------------|--------|-------|-----------|-----------|--------|
| <b>JAPAN</b>       |              |                       |        |       |           |           |        |
| Fit Slope          | 0.374        | 0.31                  | -0.326 | 0.636 | 0.179 **  | 1.007 **  | -0.287 |
| Fit Curve          | 0.139        | 0.899                 |        |       |           |           |        |
| Misfit Slope       | 0.115        | -0.962                |        |       |           |           |        |
| Misfit Curve       | 0.098        | -1.115                |        |       |           |           |        |
| <b>USA</b>         |              |                       |        |       |           |           |        |
| Fit Slope          | 0.305        | -0.073                | -0.128 | 0.055 | -0.058 ** | 0 **      | 0.037  |
| Fit Curve          | 0.136        | -0.021                |        |       |           |           |        |
| Misfit Slope       | 0.231        | -1.345                |        |       |           |           |        |
| Misfit Curve       | 0.131        | -0.021                |        |       |           |           |        |
| <b>BRAZIL</b>      |              |                       |        |       |           |           |        |
| Fit Slope          | 0.78         | 0.446                 | 0.006  | 0.44  | -0.11     | -0.006 ·  | 0.712  |
| Fit Curve          | 0.691        | 0.596                 |        |       |           |           |        |
| Misfit Slope       | 0.526        | -0.434                |        |       |           |           |        |
| Misfit Curve       | 0.082        | 0.608                 |        |       |           |           |        |
| <b>GB</b>          |              |                       |        |       |           |           |        |
| Fit Slope          | 0.373        | -0.087                | -0.206 | 0.119 | -0.028    | 0.11 ·    | -0.244 |
| Fit Curve          | 0.131        | -0.162                |        |       |           |           |        |
| Misfit Slope       | 0.391        | -0.325                |        |       |           |           |        |
| Misfit Curve       | 0.401        | -0.382                |        |       |           |           |        |
| <b>NETHERLANDS</b> |              |                       |        |       |           |           |        |
| Fit Slope          | 0.855        | 0.405                 | 0.383  | 0.022 | 0.087     | -0.541 ** | 1.106  |
| Fit Curve          | 0.747        | 0.652                 |        |       |           |           |        |
| Misfit Slope       | 0.116        | 0.361                 |        |       |           |           |        |
| Misfit Curve       | <b>0.001</b> | 1.734                 |        |       |           |           |        |

Encourager (IV) and Team Building (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.327 Squared multiple R: 0.107

Adjusted squared multiple R: 0.078 Standard error of estimate: 0.938

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.082       | 0.187     | 0        |           | 27.244 | 0         |
| F07XCFP            | -0.126      | 0.164     | -0.159   | 0.023     | -0.769 | 0.442     |
| F07XCFV            | -0.653      | 0.377     | -0.412   | 0.017     | -1.734 | 0.083     |
| D1                 | 0.696       | 0.197     | 0.352    | 0.099     | 3.529  | 0         |
| D2                 | 0.662       | 0.251     | 0.217    | 0.146     | 2.636  | 0.009     |
| D3                 | 0.25        | 0.237     | 0.09     | 0.135     | 1.055  | 0.292     |
| D4                 | 0.648       | 0.292     | 0.169    | 0.171     | 2.218  | 0.027     |
| F07XCFP*F07XCFP    | -0.107      | 0.042     | -0.37    | 0.046     | -2.53  | 0.012     |
| F07XCFP*F07XCFV    | 0.099       | 0.149     | 0.124    | 0.029     | 0.666  | 0.506     |
| F07XCFV*F07XCFV    | 0.747       | 0.367     | 0.609    | 0.011     | 2.034  | 0.042     |
| D1*F07XCFP         | 0.21        | 0.178     | 0.2      | 0.034     | 1.177  | 0.24      |
| D1*F07XCFV         | 0.403       | 0.387     | 0.227    | 0.021     | 1.042  | 0.298     |
| D2*F07XCFP         | 0.062       | 0.246     | 0.027    | 0.086     | 0.25   | 0.803     |
| D2*F07XCFV         | 0.746       | 0.505     | 0.197    | 0.056     | 1.477  | 0.14      |
| D3*F07XCFP         | -0.15       | 0.226     | -0.072   | 0.083     | -0.662 | 0.508     |
| D3*F07XCFV         | 0.607       | 0.454     | 0.189    | 0.05      | 1.338  | 0.181     |
| D4*F07XCFP         | 0.108       | 0.263     | 0.044    | 0.086     | 0.412  | 0.68      |
| D4*F07XCFV         | 0.585       | 0.457     | 0.133    | 0.091     | 1.279  | 0.201     |
| D1*F07XCFP*F07XCFP | 0.119       | 0.047     | 0.315    | 0.063     | 2.523  | 0.012     |
| D1*F07XCFP*F07XCFV | -0.163      | 0.16      | -0.162   | 0.039     | -1.015 | 0.31      |
| D1*F07XCFV*F07XCFV | -0.702      | 0.372     | -0.563   | 0.011     | -1.889 | 0.059     |
| D2*F07XCFP*F07XCFP | 0.105       | 0.076     | 0.104    | 0.173     | 1.373  | 0.17      |
| D2*F07XCFP*F07XCFV | 0.047       | 0.216     | 0.017    | 0.162     | 0.217  | 0.828     |
| D2*F07XCFV*F07XCFV | -1.073      | 0.481     | -0.299   | 0.055     | -2.232 | 0.026     |
| D3*F07XCFP*F07XCFP | 0.013       | 0.063     | 0.017    | 0.151     | 0.212  | 0.832     |
| D3*F07XCFP*F07XCFV | 0.053       | 0.196     | 0.021    | 0.161     | 0.27   | 0.787     |
| D3*F07XCFV*F07XCFV | -0.717      | 0.425     | -0.237   | 0.05      | -1.686 | 0.092     |
| D4*F07XCFP*F07XCFP | 0.077       | 0.068     | 0.093    | 0.142     | 1.118  | 0.264     |
| D4*F07XCFP*F07XCFV | -0.259      | 0.231     | -0.082   | 0.184     | -1.121 | 0.263     |
| D4*F07XCFV*F07XCFV | -0.901      | 0.442     | -0.223   | 0.083     | -2.041 | 0.042     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 95.412         | 29  | 3.29        | 3.736   | 0.000 |
| Residual   | 795.119        | 903 | 0.881       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.521 | 0.107 | 0.000            | 0.000             |

|                    | P     | Effect Size Direction | X      | Y      | X2     | XY     | Y2     |
|--------------------|-------|-----------------------|--------|--------|--------|--------|--------|
| <b>JAPAN</b>       |       |                       |        |        |        |        |        |
| Fit Slope          | 0.062 | -0.779                | -0.126 | -0.653 | -0.107 | 0.099  | 0.747  |
| Fit Curve          | 0.084 | 0.739                 |        |        |        |        |        |
| Misfit Slope       | 0.194 | 0.527                 |        |        |        |        |        |
| Misfit Curve       | 0.132 | 0.541                 |        |        |        |        |        |
| <b>USA</b>         |       |                       |        |        |        |        |        |
| Fit Slope          | 0.149 | -0.166                | 0.084  | -0.25  | 0.012  | -0.064 | 0.045  |
| Fit Curve          | 0.083 | -0.007                |        |        |        |        |        |
| Misfit Slope       | 0.651 | 1.14                  |        |        |        |        |        |
| Misfit Curve       | 0.26  | 0.121                 |        |        |        |        |        |
| <b>BRAZIL</b>      |       |                       |        |        |        |        |        |
| Fit Slope          | 0.134 | 0.029                 | -0.064 | 0.093  | -0.002 | 0.146  | -0.326 |
| Fit Curve          | 0.088 | -0.182                |        |        |        |        |        |
| Misfit Slope       | 0.242 | -0.157                |        |        |        |        |        |
| Misfit Curve       | 0.047 | -0.474                |        |        |        |        |        |
| <b>GB</b>          |       |                       |        |        |        |        |        |
| Fit Slope          | 0.327 | -0.322                | -0.276 | -0.046 | -0.094 | 0.152  | 0.03   |
| Fit Curve          | 0.167 | 0.088                 |        |        |        |        |        |
| Misfit Slope       | 0.165 | -0.23                 |        |        |        |        |        |
| Misfit Curve       | 0.107 | -0.216                |        |        |        |        |        |
| <b>NETHERLANDS</b> |       |                       |        |        |        |        |        |
| Fit Slope          | 0.152 | -0.086                | -0.018 | -0.068 | -0.03  | -0.16  | -0.154 |
| Fit Curve          | 0.038 | -0.344                |        |        |        |        |        |
| Misfit Slope       | 0.401 | 0.05                  |        |        |        |        |        |
| Misfit Curve       | 0.243 | -0.024                |        |        |        |        |        |

**Calm (IV) and Team Building (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.538 Squared multiple R: 0.289

Adjusted squared multiple R: 0.266 Standard error of estimate: 0.837

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.181       | 0.167     | 0        |           | 30.981 | 0         |
| F20XCFP            | 0.26        | 0.138     | 0.311    | 0.029     | 1.888  | 0.059     |
| F20XCFV            | 0.197       | 0.16      | 0.133    | 0.067     | 1.232  | 0.218     |
| D1                 | 0.411       | 0.175     | 0.208    | 0.101     | 2.35   | 0.019     |
| D2                 | 0.831       | 0.199     | 0.272    | 0.185     | 4.169  | 0         |
| D3                 | 0.013       | 0.195     | 0.005    | 0.159     | 0.064  | 0.949     |
| D4                 | 0.268       | 0.239     | 0.07     | 0.204     | 1.122  | 0.262     |
| F20XCFP*F20XCFP    | -0.087      | 0.036     | -0.241   | 0.08      | -2.43  | 0.015     |
| F20XCFP*F20XCFV    | 0.07        | 0.119     | 0.071    | 0.054     | 0.586  | 0.558     |
| F20XCFV*F20XCFV    | -0.003      | 0.132     | -0.002   | 0.1       | -0.024 | 0.981     |
| D1*F20XCFP         | 0.01        | 0.146     | 0.009    | 0.049     | 0.068  | 0.946     |
| D1*F20XCFV         | 0.011       | 0.173     | 0.006    | 0.106     | 0.065  | 0.948     |
| D2*F20XCFP         | -0.095      | 0.179     | -0.04    | 0.137     | -0.53  | 0.596     |
| D2*F20XCFV         | 0.205       | 0.202     | 0.056    | 0.258     | 1.01   | 0.313     |
| D3*F20XCFP         | -0.391      | 0.174     | -0.203   | 0.097     | -2.248 | 0.025     |
| D3*F20XCFV         | -0.023      | 0.207     | -0.006   | 0.259     | -0.109 | 0.913     |
| D4*F20XCFP         | -0.164      | 0.201     | -0.042   | 0.302     | -0.817 | 0.414     |
| D4*F20XCFV         | 0.283       | 0.258     | 0.049    | 0.398     | 1.099  | 0.272     |
| D1*F20XCFP*F20XCFP | 0.091       | 0.042     | 0.176    | 0.121     | 2.182  | 0.029     |
| D1*F20XCFP*F20XCFV | 0.044       | 0.13      | 0.029    | 0.106     | 0.337  | 0.736     |
| D1*F20XCFV*F20XCFV | 0.092       | 0.151     | 0.044    | 0.152     | 0.609  | 0.543     |
| D2*F20XCFP*F20XCFP | -0.039      | 0.066     | -0.036   | 0.211     | -0.588 | 0.556     |
| D2*F20XCFP*F20XCFV | 0.303       | 0.151     | 0.119    | 0.221     | 1.999  | 0.046     |
| D2*F20XCFV*F20XCFV | -0.316      | 0.163     | -0.127   | 0.185     | -1.942 | 0.052     |
| D3*F20XCFP*F20XCFP | 0.033       | 0.055     | 0.044    | 0.151     | 0.603  | 0.547     |
| D3*F20XCFP*F20XCFV | -0.063      | 0.148     | -0.026   | 0.204     | -0.425 | 0.671     |
| D3*F20XCFV*F20XCFV | 0.176       | 0.18      | 0.054    | 0.262     | 0.98   | 0.327     |
| D4*F20XCFP*F20XCFP | 0.046       | 0.145     | 0.016    | 0.294     | 0.317  | 0.752     |
| D4*F20XCFP*F20XCFV | -0.11       | 0.242     | -0.018   | 0.505     | -0.454 | 0.65      |
| D4*F20XCFV*F20XCFV | 0.142       | 0.26      | 0.026    | 0.355     | 0.548  | 0.584     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 257.345        | 29  | 8.874       | 12.655  | 0.000 |
| Residual   | 633.186        | 903 | 0.701       |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 5.471 | 0.289 | 0.000            | 0.000             |

|                    | P            | Effect Size Direction | X      | Y     | X2     | XY    | Y2     |
|--------------------|--------------|-----------------------|--------|-------|--------|-------|--------|
| <b>JAPAN</b>       |              |                       |        |       |        |       |        |
| Fit Slope          | <b>0.001</b> | 0.457                 | 0.26   | 0.197 | -0.087 | 0.07  | -0.003 |
| Fit Curve          | 0.907        | -0.02                 |        |       |        |       |        |
| Misfit Slope       | 0.811        | 0.063                 |        |       |        |       |        |
| Misfit Curve       | 0.398        | -0.16                 |        |       |        |       |        |
| <b>USA</b>         |              |                       |        |       |        |       |        |
| Fit Slope          | 0.895        | 0.478                 | 0.27   | 0.208 | 0.004  | 0.114 | 0.089  |
| Fit Curve          | 0.236        | 0.207                 |        |       |        |       |        |
| Misfit Slope       | 0.996        | 0.084                 |        |       |        |       |        |
| Misfit Curve       | 0.515        | -0.021                |        |       |        |       |        |
| <b>BRAZIL</b>      |              |                       |        |       |        |       |        |
| Fit Slope          | 0.589        | 0.567                 | 0.165  | 0.402 | -0.126 | 0.373 | -0.319 |
| Fit Curve          | 0.798        | -0.072                |        |       |        |       |        |
| Misfit Slope       | 0.355        | -0.237                |        |       |        |       |        |
| Misfit Curve       | <b>0.009</b> | -0.818                |        |       |        |       |        |
| <b>GB</b>          |              |                       |        |       |        |       |        |
| Fit Slope          | <b>0.047</b> | 0.043                 | -0.131 | 0.174 | -0.054 | 0.007 | 0.173  |
| Fit Curve          | 0.532        | 0.126                 |        |       |        |       |        |
| Misfit Slope       | 0.25         | -0.305                |        |       |        |       |        |
| Misfit Curve       | 0.253        | 0.112                 |        |       |        |       |        |
| <b>NETHERLANDS</b> |              |                       |        |       |        |       |        |
| Fit Slope          | 0.667        | 0.576                 | 0.096  | 0.48  | -0.041 | -0.04 | 0.139  |
| Fit Curve          | 0.797        | 0.058                 |        |       |        |       |        |
| Misfit Slope       | 0.226        | -0.384                |        |       |        |       |        |
| Misfit Curve       | 0.5          | 0.138                 |        |       |        |       |        |

Visionary (IV) and Integrity (DV)

Dep Var: F03RAWFP N: 933 Multiple R: 0.366 Squared multiple R: 0.134

Adjusted squared multiple R: 0.106 Standard error of estimate: 0.920

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.755       | 0.159     | 0        |           | 36.203 | 0         |
| F01XCFP            | -0.428      | 0.22      | -0.375   | 0.026     | -1.943 | 0.052     |
| F01XCFV            | 0.209       | 0.284     | 0.126    | 0.033     | 0.734  | 0.463     |
| D1                 | 0.436       | 0.17      | 0.222    | 0.129     | 2.569  | 0.01      |
| D2                 | 0.333       | 0.212     | 0.11     | 0.198     | 1.572  | 0.116     |
| D3                 | 0.168       | 0.196     | 0.061    | 0.19      | 0.854  | 0.393     |
| D4                 | 0.306       | 0.248     | 0.08     | 0.228     | 1.236  | 0.217     |
| F01XCFP*F01XCFP    | -0.294      | 0.067     | -0.5     | 0.074     | -4.383 | 0         |
| F01XCFP*F01XCFV    | 0.679       | 0.218     | 0.474    | 0.041     | 3.116  | 0.002     |
| F01XCFV*F01XCFV    | -0.237      | 0.263     | -0.14    | 0.04      | -0.903 | 0.367     |
| D1*F01XCFP         | 0.526       | 0.238     | 0.323    | 0.045     | 2.21   | 0.027     |
| D1*F01XCFV         | -0.387      | 0.3       | -0.191   | 0.044     | -1.29  | 0.197     |
| D2*F01XCFP         | 0.44        | 0.314     | 0.133    | 0.107     | 1.402  | 0.161     |
| D2*F01XCFV         | -0.671      | 0.378     | -0.158   | 0.122     | -1.774 | 0.076     |
| D3*F01XCFP         | 0.419       | 0.268     | 0.153    | 0.101     | 1.567  | 0.118     |
| D3*F01XCFV         | -0.61       | 0.361     | -0.164   | 0.102     | -1.688 | 0.092     |
| D4*F01XCFP         | 0.221       | 0.377     | 0.074    | 0.059     | 0.584  | 0.559     |
| D4*F01XCFV         | 0.054       | 0.566     | 0.009    | 0.105     | 0.096  | 0.924     |
| D1*F01XCFP*F01XCFP | 0.343       | 0.085     | 0.317    | 0.154     | 4.021  | 0         |
| D1*F01XCFP*F01XCFV | -0.763      | 0.236     | -0.367   | 0.074     | -3.232 | 0.001     |
| D1*F01XCFV*F01XCFV | 0.179       | 0.276     | 0.092    | 0.048     | 0.65   | 0.516     |
| D2*F01XCFP*F01XCFP | 0.4         | 0.134     | 0.195    | 0.225     | 2.987  | 0.003     |
| D2*F01XCFP*F01XCFV | -0.961      | 0.302     | -0.242   | 0.165     | -3.179 | 0.002     |
| D2*F01XCFV*F01XCFV | 0.345       | 0.317     | 0.093    | 0.13      | 1.086  | 0.278     |
| D3*F01XCFP*F01XCFP | 0.28        | 0.095     | 0.215    | 0.181     | 2.958  | 0.003     |
| D3*F01XCFP*F01XCFV | -0.579      | 0.268     | -0.147   | 0.208     | -2.165 | 0.031     |
| D3*F01XCFV*F01XCFV | 0.204       | 0.351     | 0.058    | 0.096     | 0.58   | 0.562     |
| D4*F01XCFP*F01XCFP | 0.241       | 0.13      | 0.218    | 0.07      | 1.856  | 0.064     |
| D4*F01XCFP*F01XCFV | -0.601      | 0.369     | -0.16    | 0.099     | -1.631 | 0.103     |
| D4*F01XCFV*F01XCFV | 0.268       | 0.495     | 0.046    | 0.135     | 0.541  | 0.588     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 117.971        | 29  | 4.068       | 4.802   | 0.000 |
| Residual   | 764.996        | 903 | 0.847       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.355 | 0.134 | 0.000            | 0.000             |

|                    | Effect Size  |                  | X       | Y      | X2         | XY        | Y2     |
|--------------------|--------------|------------------|---------|--------|------------|-----------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |         |        |            |           |        |
| Fit Slope          | 0.391        | -0.219           | -0.428  | 0.209  | -0.294 *** | 0.679 **  | -0.237 |
| Fit Curve          | 0.617        | 0.148            |         |        |            |           |        |
| Misfit Slope       | 0.148        | -0.637           |         |        |            |           |        |
| Misfit Curve       | <b>0.003</b> | -1.21            |         |        |            |           |        |
| <b>USA</b>         |              |                  | 0.098 * | -0.178 | 0.049 ***  | -0.084 ** | -0.058 |
| Fit Slope          | 0.609        | -0.08            |         |        |            |           |        |
| Fit Curve          | 0.436        | -0.093           |         |        |            |           |        |
| Misfit Slope       | 0.052        | -0.498           |         |        |            |           |        |
| Misfit Curve       | <b>0.003</b> | 0.075            |         |        |            |           |        |
| <b>BRAZIL</b>      |              |                  | 0.012   | -0.462 | 0.106 **   | -0.282 ** | 0.108  |
| Fit Slope          | 0.489        | -0.45            |         |        |            |           |        |
| Fit Curve          | 0.53         | -0.068           |         |        |            |           |        |
| Misfit Slope       | 0.069        | 0.474            |         |        |            |           |        |
| Misfit Curve       | <b>0.002</b> | 0.496            |         |        |            |           |        |
| <b>GB</b>          |              |                  | -0.009  | -0.401 | -0.014 **  | 0.1 *     | -0.033 |
| Fit Slope          | 0.585        | -0.41            |         |        |            |           |        |
| Fit Curve          | 0.796        | 0.053            |         |        |            |           |        |
| Misfit Slope       | 0.053        | 0.392            |         |        |            |           |        |
| Misfit Curve       | <b>0.042</b> | -0.147           |         |        |            |           |        |
| <b>NETHERLANDS</b> |              |                  | -0.207  | 0.263  | -0.053     | 0.078     | 0.031  |
| Fit Slope          | 0.559        | 0.056            |         |        |            |           |        |
| Fit Curve          | 0.816        | 0.056            |         |        |            |           |        |
| Misfit Slope       | 0.843        | -0.47            |         |        |            |           |        |
| Misfit Curve       | 0.179        | -0.1             |         |        |            |           |        |

Visionary (IV) and Elitist/Individualistic (DV)

Dep Var: F16RAWFP N: 933 Multiple R: 0.417 Squared multiple R: 0.174

Adjusted squared multiple R: 0.148 Standard error of estimate: 1.057

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.789       | 0.183     | 0        |           | 15.274 | 0         |
| F01XCFP            | 0.436       | 0.253     | 0.324    | 0.026     | 1.722  | 0.086     |
| F01XCFV            | -0.274      | 0.326     | -0.141   | 0.033     | -0.84  | 0.401     |
| D1                 | -0.606      | 0.195     | -0.262   | 0.129     | -3.106 | 0.002     |
| D2                 | 0.513       | 0.243     | 0.143    | 0.198     | 2.108  | 0.035     |
| D3                 | -0.403      | 0.225     | -0.124   | 0.19      | -1.789 | 0.074     |
| D4                 | -0.114      | 0.285     | -0.025   | 0.228     | -0.401 | 0.689     |
| F01XCFP*F01XCFP    | 0.328       | 0.077     | 0.473    | 0.074     | 4.252  | 0         |
| F01XCFP*F01XCFV    | -0.643      | 0.25      | -0.382   | 0.041     | -2.569 | 0.01      |
| F01XCFV*F01XCFV    | 0.109       | 0.302     | 0.055    | 0.04      | 0.362  | 0.718     |
| D1*F01XCFP         | -0.286      | 0.273     | -0.15    | 0.045     | -1.047 | 0.295     |
| D1*F01XCFV         | 0.231       | 0.344     | 0.097    | 0.044     | 0.671  | 0.503     |
| D2*F01XCFP         | -0.024      | 0.36      | -0.006   | 0.107     | -0.068 | 0.946     |
| D2*F01XCFV         | -0.343      | 0.434     | -0.069   | 0.122     | -0.79  | 0.43      |
| D3*F01XCFP         | -0.553      | 0.307     | -0.171   | 0.101     | -1.799 | 0.072     |
| D3*F01XCFV         | 0.783       | 0.415     | 0.179    | 0.102     | 1.887  | 0.059     |
| D4*F01XCFP         | -0.933      | 0.434     | -0.268   | 0.059     | -2.152 | 0.032     |
| D4*F01XCFV         | 1.269       | 0.65      | 0.183    | 0.105     | 1.953  | 0.051     |
| D1*F01XCFP*F01XCFP | -0.238      | 0.098     | -0.187   | 0.154     | -2.434 | 0.015     |
| D1*F01XCFP*F01XCFV | 0.557       | 0.271     | 0.228    | 0.074     | 2.054  | 0.04      |
| D1*F01XCFV*F01XCFV | -0.062      | 0.317     | -0.027   | 0.048     | -0.196 | 0.845     |
| D2*F01XCFP*F01XCFP | -0.039      | 0.154     | -0.016   | 0.225     | -0.25  | 0.803     |
| D2*F01XCFP*F01XCFV | -0.033      | 0.347     | -0.007   | 0.165     | -0.095 | 0.924     |
| D2*F01XCFV*F01XCFV | -0.149      | 0.365     | -0.034   | 0.13      | -0.408 | 0.683     |
| D3*F01XCFP*F01XCFP | -0.372      | 0.109     | -0.243   | 0.181     | -3.428 | 0.001     |
| D3*F01XCFP*F01XCFV | 0.646       | 0.307     | 0.139    | 0.208     | 2.102  | 0.036     |
| D3*F01XCFV*F01XCFV | -0.302      | 0.403     | -0.073   | 0.096     | -0.749 | 0.454     |
| D4*F01XCFP*F01XCFP | -0.522      | 0.149     | -0.401   | 0.07      | -3.5   | 0         |
| D4*F01XCFP*F01XCFV | 1.268       | 0.424     | 0.287    | 0.099     | 2.993  | 0.003     |
| D4*F01XCFV*F01XCFV | -0.7        | 0.568     | -0.101   | 0.135     | -1.232 | 0.218     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 212.68         | 29  | 7.334       | 6.562   | 0.000 |
| Residual   | 1009.132       | 903 | 1.118       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 6.292 | 0.174 | 0.000            | 0.000             |

|                    | Effect Size |           | X        | Y      | X2         | XY       | Y2     |
|--------------------|-------------|-----------|----------|--------|------------|----------|--------|
|                    | P           | Direction |          |        |            |          |        |
| <b>JAPAN</b>       |             |           |          |        |            |          |        |
| Fit Slope          | 0.582       | 0.162     | 0.436    | -0.274 | 0.328 ***  | -0.643 * | 0.109  |
| Fit Curve          | 0.543       | -0.206    |          |        |            |          |        |
| Misfit Slope       | 0.16        | 0.71      |          |        |            |          |        |
| Misfit Curve       | 0.02        | 1.08      |          |        |            |          |        |
| <b>USA</b>         |             |           |          |        |            |          |        |
| Fit Slope          | 0.86        | 0.107     | 0.15     | -0.043 | 0.09 *     | -0.086 * | 0.047  |
| Fit Curve          | 0.47        | 0.051     |          |        |            |          |        |
| Misfit Slope       | 0.336       | 0.655     |          |        |            |          |        |
| Misfit Curve       | 0.088       | 0.223     |          |        |            |          |        |
| <b>BRAZIL</b>      |             |           |          |        |            |          |        |
| Fit Slope          | 0.338       | -0.205    | 0.412    | -0.617 | 0.289      | -0.676   | -0.04  |
| Fit Curve          | 0.577       | -0.427    |          |        |            |          |        |
| Misfit Slope       | 0.649       | 1.029     |          |        |            |          |        |
| Misfit Curve       | 0.808       | 0.925     |          |        |            |          |        |
| <b>GB</b>          |             |           |          |        |            |          |        |
| Fit Slope          | 0.565       | 0.392     | -0.117   | 0.509  | -0.044 **  | 0.003 *  | -0.193 |
| Fit Curve          | 0.947       | -0.234    |          |        |            |          |        |
| Misfit Slope       | 0.029       | -0.626    |          |        |            |          |        |
| Misfit Curve       | 0.028       | -0.24     |          |        |            |          |        |
| <b>NETHERLANDS</b> |             |           |          |        |            |          |        |
| Fit Slope          | 0.534       | 0.498     | -0.497 * | 0.995  | -0.194 *** | 0.625 ** | -0.591 |
| Fit Curve          | 0.92        | -0.16     |          |        |            |          |        |
| Misfit Slope       | 0.023       | -1.492    |          |        |            |          |        |
| Misfit Curve       | 0.009       | -1.41     |          |        |            |          |        |

Visionary (IV) and Autocratic (DV)

Dep Var: F05RAWFP N: 933 Multiple R: 0.356 Squared multiple R: 0.127

Adjusted squared multiple R: 0.099 Standard error of estimate: 1.247

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.34        | 0.215     | 0        |           | 10.863 | 0         |
| F01XCFP            | 0.676       | 0.299     | 0.439    | 0.026     | 2.264  | 0.024     |
| F01XCFV            | -0.068      | 0.385     | -0.031   | 0.033     | -0.177 | 0.859     |
| D1                 | -0.125      | 0.23      | -0.047   | 0.129     | -0.543 | 0.587     |
| D2                 | 0.416       | 0.287     | 0.101    | 0.198     | 1.448  | 0.148     |
| D3                 | 0.211       | 0.266     | 0.057    | 0.19      | 0.795  | 0.427     |
| D4                 | -0.058      | 0.336     | -0.011   | 0.228     | -0.172 | 0.863     |
| F01XCFP*F01XCFP    | 0.46        | 0.091     | 0.579    | 0.074     | 5.054  | 0         |
| F01XCFP*F01XCFV    | -0.763      | 0.295     | -0.395   | 0.041     | -2.585 | 0.01      |
| F01XCFV*F01XCFV    | 0.098       | 0.356     | 0.043    | 0.04      | 0.275  | 0.784     |
| D1*F01XCFP         | -0.653      | 0.322     | -0.298   | 0.045     | -2.027 | 0.043     |
| D1*F01XCFV         | 0.234       | 0.406     | 0.086    | 0.044     | 0.576  | 0.565     |
| D2*F01XCFP         | -1.155      | 0.425     | -0.259   | 0.107     | -2.718 | 0.007     |
| D2*F01XCFV         | 0.401       | 0.512     | 0.07     | 0.122     | 0.784  | 0.433     |
| D3*F01XCFP         | -0.991      | 0.363     | -0.267   | 0.101     | -2.733 | 0.006     |
| D3*F01XCFV         | 0.587       | 0.489     | 0.117    | 0.102     | 1.199  | 0.231     |
| D4*F01XCFP         | -0.709      | 0.512     | -0.177   | 0.059     | -1.386 | 0.166     |
| D4*F01XCFV         | 0.166       | 0.767     | 0.021    | 0.105     | 0.216  | 0.829     |
| D1*F01XCFP*F01XCFP | -0.456      | 0.116     | -0.313   | 0.154     | -3.95  | 0         |
| D1*F01XCFP*F01XCFV | 0.833       | 0.32      | 0.297    | 0.074     | 2.606  | 0.009     |
| D1*F01XCFV*F01XCFV | 0.004       | 0.374     | 0.001    | 0.048     | 0.01   | 0.992     |
| D2*F01XCFP*F01XCFP | -0.705      | 0.182     | -0.255   | 0.225     | -3.882 | 0         |
| D2*F01XCFP*F01XCFV | 0.871       | 0.41      | 0.162    | 0.165     | 2.124  | 0.034     |
| D2*F01XCFV*F01XCFV | 0.404       | 0.43      | 0.081    | 0.13      | 0.938  | 0.348     |
| D3*F01XCFP*F01XCFP | -0.576      | 0.128     | -0.328   | 0.181     | -4.493 | 0         |
| D3*F01XCFP*F01XCFV | 0.939       | 0.363     | 0.176    | 0.208     | 2.589  | 0.01      |
| D3*F01XCFV*F01XCFV | -0.219      | 0.476     | -0.046   | 0.096     | -0.46  | 0.646     |
| D4*F01XCFP*F01XCFP | -0.416      | 0.176     | -0.279   | 0.07      | -2.363 | 0.018     |
| D4*F01XCFP*F01XCFV | 0.671       | 0.5       | 0.132    | 0.099     | 1.343  | 0.18      |
| D4*F01XCFV*F01XCFV | -0.136      | 0.67      | -0.017   | 0.135     | -0.203 | 0.839     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 203.776        | 29  | 7.027       | 4.517   | 0.000 |
| Residual   | 1404.605       | 903 | 1.555       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.017 | 0.127 | 0.000            | 0.000             |

|                    |       | Effect Size |           |        |            |          |        |
|--------------------|-------|-------------|-----------|--------|------------|----------|--------|
|                    | P     | Direction   | X         | Y      | X2         | XY       | Y2     |
| <b>JAPAN</b>       |       |             |           |        |            |          |        |
| Fit Slope          | 0.608 | 0.608       | 0.676 *   | -0.068 | 0.46 ***   | -0.763 * | 0.098  |
| Fit Curve          | 0.607 | -0.205      |           |        |            |          |        |
| Misfit Slope       | 0.212 | 0.744       |           |        |            |          |        |
| Misfit Curve       | 0.016 | 1.321       |           |        |            |          |        |
| <b>USA</b>         |       |             |           |        |            |          |        |
| Fit Slope          | 0.255 | 0.189       | 0.023 *   | 0.166  | 0.004 ***  | 0.07 **  | 0.102  |
| Fit Curve          | 0.363 | 0.176       |           |        |            |          |        |
| Misfit Slope       | 0.162 | 0.325       |           |        |            |          |        |
| Misfit Curve       | 0.03  | 0.036       |           |        |            |          |        |
| <b>BRAZIL</b>      |       |             |           |        |            |          |        |
| Fit Slope          | 0.096 | -0.146      | -0.479 ** | 0.333  | -0.245 *** | 0.108 *  | 0.502  |
| Fit Curve          | 0.223 | 0.365       |           |        |            |          |        |
| Misfit Slope       | 0.06  | -0.812      |           |        |            |          |        |
| Misfit Curve       | 0.119 | 0.149       |           |        |            |          |        |
| <b>GB</b>          |       |             |           |        |            |          |        |
| Fit Slope          | 0.392 | 0.204       | -0.315 ** | 0.519  | -0.116 *** | 0.176 *  | -0.121 |
| Fit Curve          | 0.774 | -0.061      |           |        |            |          |        |
| Misfit Slope       | 0.029 | -0.834      |           |        |            |          |        |
| Misfit Curve       | 0.014 | -0.413      |           |        |            |          |        |
| <b>NETHERLANDS</b> |       |             |           |        |            |          |        |
| Fit Slope          | 0.394 | 0.065       | -0.033    | 0.098  | 0.044 *    | -0.092   | -0.038 |
| Fit Curve          | 0.825 | -0.086      |           |        |            |          |        |
| Misfit Slope       | 0.442 | -0.131      |           |        |            |          |        |
| Misfit Curve       | 0.274 | 0.098       |           |        |            |          |        |



**Organised (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.331 Squared multiple R: 0.110

Adjusted squared multiple R: 0.081 Standard error of estimate: 0.933

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.943       | 0.162     | 0        |           | 36.763 | 0         |
| F02XCFP            | -0.008      | 0.112     | -0.009   | 0.067     | -0.072 | 0.943     |
| F02XCFV            | 0.016       | 0.143     | 0.013    | 0.069     | 0.109  | 0.913     |
| D1                 | 0.15        | 0.171     | 0.076    | 0.131     | 0.88   | 0.379     |
| D2                 | 0.058       | 0.206     | 0.019    | 0.214     | 0.281  | 0.779     |
| D3                 | -0.121      | 0.195     | -0.044   | 0.197     | -0.622 | 0.534     |
| D4                 | 0.331       | 0.222     | 0.087    | 0.293     | 1.495  | 0.135     |
| F02XCFP*F02XCFP    | -0.242      | 0.056     | -0.462   | 0.086     | -4.324 | 0         |
| F02XCFP*F02XCFV    | 0.224       | 0.118     | 0.226    | 0.07      | 1.899  | 0.058     |
| F02XCFV*F02XCFV    | -0.154      | 0.166     | -0.158   | 0.034     | -0.927 | 0.354     |
| D1*F02XCFP         | 0.024       | 0.122     | 0.018    | 0.124     | 0.199  | 0.842     |
| D1*F02XCFV         | -0.029      | 0.153     | -0.018   | 0.109     | -0.191 | 0.848     |
| D2*F02XCFP         | -0.002      | 0.154     | -0.001   | 0.299     | -0.012 | 0.991     |
| D2*F02XCFV         | 0.035       | 0.182     | 0.01     | 0.381     | 0.194  | 0.846     |
| D3*F02XCFP         | -0.042      | 0.144     | -0.019   | 0.24      | -0.294 | 0.769     |
| D3*F02XCFV         | -0.219      | 0.18      | -0.075   | 0.258     | -1.215 | 0.225     |
| D4*F02XCFP         | -0.117      | 0.17      | -0.042   | 0.269     | -0.685 | 0.493     |
| D4*F02XCFV         | -0.118      | 0.223     | -0.028   | 0.349     | -0.528 | 0.598     |
| D1*F02XCFP*F02XCFP | 0.288       | 0.065     | 0.345    | 0.165     | 4.458  | 0         |
| D1*F02XCFP*F02XCFV | -0.286      | 0.129     | -0.203   | 0.118     | -2.216 | 0.027     |
| D1*F02XCFV*F02XCFV | 0.123       | 0.173     | 0.098    | 0.052     | 0.711  | 0.477     |
| D2*F02XCFP*F02XCFP | 0.306       | 0.084     | 0.222    | 0.266     | 3.648  | 0         |
| D2*F02XCFP*F02XCFV | -0.192      | 0.159     | -0.058   | 0.433     | -1.206 | 0.228     |
| D2*F02XCFV*F02XCFV | 0.123       | 0.198     | 0.045    | 0.189     | 0.621  | 0.535     |
| D3*F02XCFP*F02XCFP | 0.212       | 0.078     | 0.205    | 0.175     | 2.729  | 0.006     |
| D3*F02XCFP*F02XCFV | -0.359      | 0.156     | -0.158   | 0.21      | -2.299 | 0.022     |
| D3*F02XCFV*F02XCFV | 0.155       | 0.182     | 0.088    | 0.092     | 0.854  | 0.394     |
| D4*F02XCFP*F02XCFP | 0.189       | 0.083     | 0.166    | 0.185     | 2.271  | 0.023     |
| D4*F02XCFP*F02XCFV | -0.284      | 0.148     | -0.111   | 0.297     | -1.922 | 0.055     |
| D4*F02XCFV*F02XCFV | 0.158       | 0.195     | 0.068    | 0.142     | 0.81   | 0.418     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 96.835         | 29  | 3.339       | 3.836   | 0.000 |
| Residual   | 786.133        | 903 | 0.871       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.162 | 0.110 | 0.000            | 0.000             |

|                    | Effect Size  |           | X      | Y      | X2         | XY       | Y2     |
|--------------------|--------------|-----------|--------|--------|------------|----------|--------|
|                    | P            | Direction |        |        |            |          |        |
| <b>JAPAN</b>       |              |           |        |        |            |          |        |
| Fit Slope          | 0.962        | 0.008     | -0.008 | 0.016  | -0.242 *** | 0.224    | -0.154 |
| Fit Curve          | 0.313        | -0.172    |        |        |            |          |        |
| Misfit Slope       | 0.907        | -0.024    |        |        |            |          |        |
| Misfit Curve       | <b>0.012</b> | -0.62     |        |        |            |          |        |
| <b>USA</b>         |              |           |        |        |            |          |        |
| Fit Slope          | 0.977        | 0.003     | 0.016  | -0.013 | 0.046 ***  | -0.062 * | -0.031 |
| Fit Curve          | 0.483        | -0.047    |        |        |            |          |        |
| Misfit Slope       | 0.806        | -0.029    |        |        |            |          |        |
| Misfit Curve       | <b>0.008</b> | 0.077     |        |        |            |          |        |
| <b>BRAZIL</b>      |              |           |        |        |            |          |        |
| Fit Slope          | 0.878        | 0.041     | -0.01  | 0.051  | 0.064 ***  | 0.032    | -0.031 |
| Fit Curve          | 0.293        | 0.065     |        |        |            |          |        |
| Misfit Slope       | 0.885        | -0.061    |        |        |            |          |        |
| Misfit Curve       | <b>0.04</b>  | 0.001     |        |        |            |          |        |
| <b>GB</b>          |              |           |        |        |            |          |        |
| Fit Slope          | 0.183        | -0.253    | -0.05  | -0.203 | -0.03 **   | -0.135 * | 0.001  |
| Fit Curve          | 0.968        | -0.164    |        |        |            |          |        |
| Misfit Slope       | 0.499        | 0.153     |        |        |            |          |        |
| Misfit Curve       | <b>0.017</b> | 0.106     |        |        |            |          |        |
| <b>NETHERLANDS</b> |              |           |        |        |            |          |        |
| Fit Slope          | 0.31         | -0.227    | -0.125 | -0.102 | -0.053 *   | -0.06    | 0.004  |
| Fit Curve          | 0.768        | -0.109    |        |        |            |          |        |
| Misfit Slope       | 0.997        | -0.023    |        |        |            |          |        |
| Misfit Curve       | <b>0.026</b> | 0.011     |        |        |            |          |        |

**Protective/Sensitive (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.323 Squared multiple R: 0.105

Adjusted squared multiple R: 0.076 Standard error of estimate: 0.936

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.857       | 0.151     | 0        |           | 38.838 | 0         |
| F12XCFP            | -0.256      | 0.125     | -0.313   | 0.043     | -2.056 | 0.04      |
| F12XCFV            | 0.143       | 0.124     | 0.159    | 0.052     | 1.151  | 0.25      |
| D1                 | 0.227       | 0.161     | 0.115    | 0.148     | 1.409  | 0.159     |
| D2                 | 0.23        | 0.201     | 0.076    | 0.227     | 1.144  | 0.253     |
| D3                 | 0.034       | 0.191     | 0.012    | 0.207     | 0.176  | 0.861     |
| D4                 | 0.419       | 0.229     | 0.11     | 0.277     | 1.829  | 0.068     |
| F12XCFP*F12XCFP    | -0.264      | 0.053     | -0.575   | 0.074     | -4.975 | 0         |
| F12XCFP*F12XCFV    | 0.137       | 0.093     | 0.211    | 0.048     | 1.474  | 0.141     |
| F12XCFV*F12XCFV    | -0.001      | 0.072     | -0.002   | 0.067     | -0.013 | 0.989     |
| D1*F12XCFP         | 0.322       | 0.132     | 0.269    | 0.082     | 2.449  | 0.015     |
| D1*F12XCFV         | -0.127      | 0.13      | -0.105   | 0.085     | -0.973 | 0.331     |
| D2*F12XCFP         | 0.251       | 0.172     | 0.102    | 0.205     | 1.461  | 0.144     |
| D2*F12XCFV         | -0.284      | 0.158     | -0.105   | 0.293     | -1.799 | 0.072     |
| D3*F12XCFP         | 0.16        | 0.148     | 0.078    | 0.192     | 1.082  | 0.28      |
| D3*F12XCFV         | -0.075      | 0.146     | -0.033   | 0.243     | -0.512 | 0.609     |
| D4*F12XCFP         | 0.156       | 0.163     | 0.062    | 0.235     | 0.958  | 0.339     |
| D4*F12XCFV         | -0.155      | 0.173     | -0.049   | 0.326     | -0.894 | 0.371     |
| D1*F12XCFP*F12XCFP | 0.313       | 0.06      | 0.43     | 0.145     | 5.197  | 0         |
| D1*F12XCFP*F12XCFV | -0.192      | 0.099     | -0.194   | 0.099     | -1.944 | 0.052     |
| D1*F12XCFV*F12XCFV | -0.02       | 0.077     | -0.027   | 0.093     | -0.265 | 0.791     |
| D2*F12XCFP*F12XCFP | 0.252       | 0.082     | 0.219    | 0.195     | 3.075  | 0.002     |
| D2*F12XCFP*F12XCFV | -0.262      | 0.124     | -0.12    | 0.309     | -2.111 | 0.035     |
| D2*F12XCFV*F12XCFV | 0.027       | 0.099     | 0.016    | 0.284     | 0.267  | 0.789     |
| D3*F12XCFP*F12XCFP | 0.189       | 0.067     | 0.204    | 0.187     | 2.807  | 0.005     |
| D3*F12XCFP*F12XCFV | -0.217      | 0.115     | -0.132   | 0.204     | -1.891 | 0.059     |
| D3*F12XCFV*F12XCFV | 0.005       | 0.095     | 0.004    | 0.199     | 0.055  | 0.956     |
| D4*F12XCFP*F12XCFP | 0.211       | 0.082     | 0.194    | 0.174     | 2.574  | 0.01      |
| D4*F12XCFP*F12XCFV | -0.142      | 0.143     | -0.091   | 0.119     | -0.993 | 0.321     |
| D4*F12XCFV*F12XCFV | 0.039       | 0.121     | 0.026    | 0.152     | 0.327  | 0.744     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 92.304         | 29  | 3.183       | 3.635   | 0.000 |
| Residual   | 790.664        | 903 | 0.876       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.505 | 0.105 | 0.000            | 0.000             |

|                    | Effect Size  |                  | X        | Y      | X2         | XY       | Y2     |
|--------------------|--------------|------------------|----------|--------|------------|----------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |          |        |            |          |        |
| Fit Slope          | 0.336        | -0.113           | -0.256 * | 0.143  | -0.264 *** | 0.137    | -0.001 |
| Fit Curve          | 0.053        | -0.128           |          |        |            |          |        |
| Misfit Slope       | 0.069        | -0.399           |          |        |            |          |        |
| Misfit Curve       | <b>0.025</b> | -0.402           |          |        |            |          |        |
| <b>USA</b>         |              |                  |          |        |            |          |        |
| Fit Slope          | 0.127        | 0.082            | 0.066 *  | 0.016  | 0.049 ***  | -0.055   | -0.021 |
| Fit Curve          | 0.2          | -0.027           |          |        |            |          |        |
| Misfit Slope       | <b>0.05</b>  | -0.204           |          |        |            |          |        |
| Misfit Curve       | <b>0.01</b>  | 0.083            |          |        |            |          |        |
| <b>BRAZIL</b>      |              |                  |          |        |            |          |        |
| Fit Slope          | 0.855        | -0.146           | -0.005   | -0.141 | -0.012 **  | -0.125 * | 0.026  |
| Fit Curve          | 0.893        | -0.111           |          |        |            |          |        |
| Misfit Slope       | 0.051        | 0.136            |          |        |            |          |        |
| Misfit Curve       | <b>0.019</b> | 0.139            |          |        |            |          |        |
| <b>GB</b>          |              |                  |          |        |            |          |        |
| Fit Slope          | 0.567        | -0.028           | -0.096   | 0.068  | -0.075 **  | -0.08    | 0.004  |
| Fit Curve          | 0.806        | -0.151           |          |        |            |          |        |
| Misfit Slope       | 0.356        | -0.164           |          |        |            |          |        |
| Misfit Curve       | 0.06         | 0.009            |          |        |            |          |        |
| <b>NETHERLANDS</b> |              |                  |          |        |            |          |        |
| Fit Slope          | 0.991        | -0.112           | -0.1     | -0.012 | -0.053 *   | -0.005   | 0.038  |
| Fit Curve          | 0.225        | -0.02            |          |        |            |          |        |
| Misfit Slope       | 0.295        | -0.088           |          |        |            |          |        |
| Misfit Curve       | 0.171        | -0.01            |          |        |            |          |        |

Protective/Sensitive (IV) and Team Building (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.338 Squared multiple R: 0.114

Adjusted squared multiple R: 0.086 Standard error of estimate: 0.935

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.279       | 0.151     | 0        |           | 35.044 | 0         |
| F12XCFP            | -0.112      | 0.124     | -0.136   | 0.043     | -0.901 | 0.368     |
| F12XCFV            | 0.076       | 0.124     | 0.084    | 0.052     | 0.613  | 0.54      |
| D1                 | 0.426       | 0.161     | 0.216    | 0.148     | 2.644  | 0.008     |
| D2                 | 0.32        | 0.201     | 0.105    | 0.227     | 1.595  | 0.111     |
| D3                 | 0.083       | 0.191     | 0.03     | 0.207     | 0.438  | 0.662     |
| D4                 | 0.516       | 0.229     | 0.135    | 0.277     | 2.259  | 0.024     |
| F12XCFP*F12XCFP    | -0.197      | 0.053     | -0.426   | 0.074     | -3.709 | 0         |
| F12XCFP*F12XCFV    | 0.192       | 0.093     | 0.293    | 0.048     | 2.057  | 0.04      |
| F12XCFV*F12XCFV    | -0.062      | 0.072     | -0.105   | 0.067     | -0.868 | 0.386     |
| D1*F12XCFP         | 0.169       | 0.131     | 0.141    | 0.082     | 1.285  | 0.199     |
| D1*F12XCFV         | -0.049      | 0.13      | -0.04    | 0.085     | -0.377 | 0.707     |
| D2*F12XCFP         | 0.079       | 0.171     | 0.032    | 0.205     | 0.464  | 0.643     |
| D2*F12XCFV         | -0.153      | 0.158     | -0.056   | 0.293     | -0.971 | 0.332     |
| D3*F12XCFP         | 0.119       | 0.148     | 0.057    | 0.192     | 0.803  | 0.422     |
| D3*F12XCFV         | -0.075      | 0.146     | -0.033   | 0.243     | -0.514 | 0.608     |
| D4*F12XCFP         | -0.031      | 0.163     | -0.012   | 0.235     | -0.191 | 0.848     |
| D4*F12XCFV         | -0.032      | 0.173     | -0.01    | 0.326     | -0.186 | 0.852     |
| D1*F12XCFP*F12XCFP | 0.236       | 0.06      | 0.323    | 0.145     | 3.917  | 0         |
| D1*F12XCFP*F12XCFV | -0.239      | 0.099     | -0.241   | 0.099     | -2.424 | 0.016     |
| D1*F12XCFV*F12XCFV | -0.001      | 0.076     | -0.001   | 0.093     | -0.007 | 0.994     |
| D2*F12XCFP*F12XCFP | 0.149       | 0.082     | 0.129    | 0.195     | 1.823  | 0.069     |
| D2*F12XCFP*F12XCFV | -0.064      | 0.124     | -0.029   | 0.309     | -0.512 | 0.609     |
| D2*F12XCFV*F12XCFV | 0.094       | 0.099     | 0.055    | 0.284     | 0.942  | 0.347     |
| D3*F12XCFP*F12XCFP | 0.2         | 0.067     | 0.215    | 0.187     | 2.965  | 0.003     |
| D3*F12XCFP*F12XCFV | -0.302      | 0.115     | -0.183   | 0.204     | -2.635 | 0.009     |
| D3*F12XCFV*F12XCFV | 0.047       | 0.094     | 0.035    | 0.199     | 0.502  | 0.616     |
| D4*F12XCFP*F12XCFP | 0.038       | 0.082     | 0.035    | 0.174     | 0.467  | 0.64      |
| D4*F12XCFP*F12XCFV | -0.188      | 0.143     | -0.12    | 0.119     | -1.315 | 0.189     |
| D4*F12XCFV*F12XCFV | 0.134       | 0.121     | 0.089    | 0.152     | 1.114  | 0.266     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 101.689        | 29  | 3.507       | 4.014   | 0.000 |
| Residual   | 788.842        | 903 | 0.874       |         |       |
| Hypothesis |                |     |             |         |       |

| F    | R2    | Whole Equation P | Culture Matters P |
|------|-------|------------------|-------------------|
| 3.91 | 0.114 | 0.000            | 0.000             |

|                    | Effect Size  |                  | X      | Y      | X2         | XY       | Y2     |
|--------------------|--------------|------------------|--------|--------|------------|----------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |        |        |            |          |        |
| Fit Slope          | 0.759        | -0.036           | -0.112 | 0.076  | -0.197 *** | 0.192 *  | -0.062 |
| Fit Curve          | 0.306        | -0.067           |        |        |            |          |        |
| Misfit Slope       | 0.391        | -0.188           |        |        |            |          |        |
| Misfit Curve       | <b>0.012</b> | -0.451           |        |        |            |          |        |
| <b>USA</b>         |              |                  |        |        |            |          |        |
| Fit Slope          | 0.349        | 0.084            | 0.057  | 0.027  | 0.039 ***  | -0.047 * | -0.063 |
| Fit Curve          | 0.958        | -0.071           |        |        |            |          |        |
| Misfit Slope       | 0.34         | -0.068           |        |        |            |          |        |
| Misfit Curve       | <b>0.011</b> | 0.023            |        |        |            |          |        |
| <b>BRAZIL</b>      |              |                  |        |        |            |          |        |
| Fit Slope          | 0.688        | -0.11            | -0.033 | -0.077 | -0.048     | 0.128    | 0.032  |
| Fit Curve          | 0.141        | 0.112            |        |        |            |          |        |
| Misfit Slope       | 0.395        | 0.044            |        |        |            |          |        |
| Misfit Curve       | 0.183        | -0.144           |        |        |            |          |        |
| <b>GB</b>          |              |                  |        |        |            |          |        |
| Fit Slope          | 0.77         | 0.008            | 0.007  | 0.001  | 0.003 **   | -0.11 ** | -0.015 |
| Fit Curve          | 0.551        | -0.122           |        |        |            |          |        |
| Misfit Slope       | 0.445        | 0.006            |        |        |            |          |        |
| Misfit Curve       | <b>0.012</b> | 0.098            |        |        |            |          |        |
| <b>NETHERLANDS</b> |              |                  |        |        |            |          |        |
| Fit Slope          | 0.69         | -0.099           | -0.143 | 0.044  | -0.159     | 0.004    | 0.072  |
| Fit Curve          | 0.861        | -0.083           |        |        |            |          |        |
| Misfit Slope       | 0.997        | -0.187           |        |        |            |          |        |
| Misfit Curve       | 0.207        | -0.091           |        |        |            |          |        |

Protective/Sensitive (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.277 Squared multiple R: 0.077

Adjusted squared multiple R: 0.047 Standard error of estimate: 1.338

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.793       | 0.216     | 0        |           | 12.952 | 0         |
| F12XCFP            | 0.341       | 0.178     | 0.296    | 0.043     | 1.917  | 0.056     |
| F12XCFV            | -0.113      | 0.177     | -0.089   | 0.052     | -0.638 | 0.524     |
| D1                 | -0.466      | 0.231     | -0.168   | 0.148     | -2.023 | 0.043     |
| D2                 | 0.033       | 0.287     | 0.008    | 0.227     | 0.114  | 0.91      |
| D3                 | -0.209      | 0.273     | -0.054   | 0.207     | -0.766 | 0.444     |
| D4                 | -0.055      | 0.327     | -0.01    | 0.277     | -0.167 | 0.867     |
| F12XCFP*F12XCFP    | 0.309       | 0.076     | 0.477    | 0.074     | 4.064  | 0         |
| F12XCFP*F12XCFV    | -0.341      | 0.133     | -0.372   | 0.048     | -2.557 | 0.011     |
| F12XCFV*F12XCFV    | 0.043       | 0.103     | 0.052    | 0.067     | 0.418  | 0.676     |
| D1*F12XCFP         | -0.306      | 0.188     | -0.182   | 0.082     | -1.626 | 0.104     |
| D1*F12XCFV         | 0.096       | 0.186     | 0.057    | 0.085     | 0.518  | 0.605     |
| D2*F12XCFP         | -0.232      | 0.245     | -0.067   | 0.205     | -0.948 | 0.343     |
| D2*F12XCFV         | 0.276       | 0.226     | 0.072    | 0.293     | 1.221  | 0.222     |
| D3*F12XCFP         | -0.352      | 0.211     | -0.122   | 0.192     | -1.665 | 0.096     |
| D3*F12XCFV         | 0.122       | 0.209     | 0.038    | 0.243     | 0.582  | 0.561     |
| D4*F12XCFP         | -0.204      | 0.233     | -0.058   | 0.235     | -0.874 | 0.383     |
| D4*F12XCFV         | 0.185       | 0.247     | 0.042    | 0.326     | 0.748  | 0.455     |
| D1*F12XCFP*F12XCFP | -0.28       | 0.086     | -0.273   | 0.145     | -3.244 | 0.001     |
| D1*F12XCFP*F12XCFV | 0.379       | 0.141     | 0.272    | 0.099     | 2.679  | 0.008     |
| D1*F12XCFV*F12XCFV | -0.061      | 0.109     | -0.059   | 0.093     | -0.559 | 0.576     |
| D2*F12XCFP*F12XCFP | -0.243      | 0.117     | -0.15    | 0.195     | -2.077 | 0.038     |
| D2*F12XCFP*F12XCFV | 0.429       | 0.178     | 0.139    | 0.309     | 2.415  | 0.016     |
| D2*F12XCFV*F12XCFV | -0.194      | 0.142     | -0.082   | 0.284     | -1.364 | 0.173     |
| D3*F12XCFP*F12XCFP | -0.344      | 0.096     | -0.264   | 0.187     | -3.571 | 0         |
| D3*F12XCFP*F12XCFV | 0.326       | 0.164     | 0.141    | 0.204     | 1.986  | 0.047     |
| D3*F12XCFV*F12XCFV | 0.092       | 0.135     | 0.049    | 0.199     | 0.684  | 0.494     |
| D4*F12XCFP*F12XCFP | -0.267      | 0.117     | -0.175   | 0.174     | -2.28  | 0.023     |
| D4*F12XCFP*F12XCFV | 0.382       | 0.205     | 0.173    | 0.119     | 1.865  | 0.063     |
| D4*F12XCFV*F12XCFV | -0.12       | 0.173     | -0.057   | 0.152     | -0.697 | 0.486     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 134.004        | 29  | 4.621       | 2.582   | 0.000 |
| Residual   | 1616.014       | 903 | 1.79        |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 2.571 | 0.077 | 0.000            | 0.000             |

|                    | Effect Size  |                  | X      | Y      | X2         | XY       | Y2     |
|--------------------|--------------|------------------|--------|--------|------------|----------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |        |        |            |          |        |
| Fit Slope          | 0.175        | 0.228            | 0.341  | -0.113 | 0.309 ***  | -0.341 * | 0.043  |
| Fit Curve          | 0.911        | 0.011            |        |        |            |          |        |
| Misfit Slope       | 0.147        | 0.454            |        |        |            |          |        |
| Misfit Curve       | <b>0.007</b> | 0.693            |        |        |            |          |        |
| <b>USA</b>         |              |                  |        |        |            |          |        |
| Fit Slope          | 0.253        | 0.018            | 0.035  | -0.017 | 0.029 **   | 0.038 ** | -0.018 |
| Fit Curve          | 0.736        | 0.049            |        |        |            |          |        |
| Misfit Slope       | 0.218        | 0.244            |        |        |            |          |        |
| Misfit Curve       | <b>0.007</b> | -0.027           |        |        |            |          |        |
| <b>BRAZIL</b>      |              |                  |        |        |            |          |        |
| Fit Slope          | 0.869        | 0.272            | 0.109  | 0.163  | 0.066 *    | 0.088 *  | -0.151 |
| Fit Curve          | 0.962        | 0.003            |        |        |            |          |        |
| Misfit Slope       | 0.194        | -0.054           |        |        |            |          |        |
| Misfit Curve       | <b>0.009</b> | -0.173           |        |        |            |          |        |
| <b>GB</b>          |              |                  |        |        |            |          |        |
| Fit Slope          | 0.279        | -0.002           | -0.011 | 0.009  | -0.035 *** | -0.015 * | 0.135  |
| Fit Curve          | 0.574        | 0.085            |        |        |            |          |        |
| Misfit Slope       | 0.193        | -0.02            |        |        |            |          |        |
| Misfit Curve       | 0.065        | 0.115            |        |        |            |          |        |
| <b>NETHERLANDS</b> |              |                  |        |        |            |          |        |
| Fit Slope          | 0.933        | 0.209            | 0.137  | 0.072  | 0.042 *    | 0.041    | -0.077 |
| Fit Curve          | 0.968        | 0.006            |        |        |            |          |        |
| Misfit Slope       | 0.359        | 0.065            |        |        |            |          |        |
| Misfit Curve       | 0.06         | -0.076           |        |        |            |          |        |

**Protective/Sensitive (IV) and Encourager (DV)**

Dep Var: F07RAWFP N: 933 Multiple R: 0.285 Squared multiple R: 0.081

Adjusted squared multiple R: 0.052 Standard error of estimate: 1.193

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.191       | 0.192     | 0        |           | 26.994 | 0         |
| F12XCFP            | -0.116      | 0.159     | -0.112   | 0.043     | -0.729 | 0.466     |
| F12XCFV            | 0.032       | 0.158     | 0.028    | 0.052     | 0.202  | 0.84      |
| D1                 | 0.344       | 0.206     | 0.139    | 0.148     | 1.673  | 0.095     |
| D2                 | 0.106       | 0.256     | 0.028    | 0.227     | 0.412  | 0.68      |
| D3                 | 0.016       | 0.243     | 0.005    | 0.207     | 0.066  | 0.948     |
| D4                 | 0.406       | 0.292     | 0.084    | 0.277     | 1.392  | 0.164     |
| F12XCFP*F12XCFP    | -0.224      | 0.068     | -0.386   | 0.074     | -3.3   | 0.001     |
| F12XCFP*F12XCFV    | 0.291       | 0.119     | 0.354    | 0.048     | 2.441  | 0.015     |
| F12XCFV*F12XCFV    | -0.149      | 0.092     | -0.201   | 0.067     | -1.629 | 0.104     |
| D1*F12XCFP         | 0.206       | 0.168     | 0.137    | 0.082     | 1.229  | 0.22      |
| D1*F12XCFV         | 0.023       | 0.166     | 0.015    | 0.085     | 0.14   | 0.889     |
| D2*F12XCFP         | 0.131       | 0.219     | 0.042    | 0.205     | 0.597  | 0.55      |
| D2*F12XCFV         | -0.083      | 0.201     | -0.024   | 0.293     | -0.412 | 0.68      |
| D3*F12XCFP         | 0.099       | 0.188     | 0.038    | 0.192     | 0.524  | 0.6       |
| D3*F12XCFV         | -0.068      | 0.187     | -0.024   | 0.243     | -0.364 | 0.716     |
| D4*F12XCFP         | 0.054       | 0.208     | 0.017    | 0.235     | 0.261  | 0.794     |
| D4*F12XCFV         | -0.033      | 0.22      | -0.008   | 0.326     | -0.149 | 0.882     |
| D1*F12XCFP*F12XCFP | 0.208       | 0.077     | 0.227    | 0.145     | 2.709  | 0.007     |
| D1*F12XCFP*F12XCFV | -0.302      | 0.126     | -0.242   | 0.099     | -2.392 | 0.017     |
| D1*F12XCFV*F12XCFV | 0.054       | 0.098     | 0.057    | 0.093     | 0.549  | 0.583     |
| D2*F12XCFP*F12XCFP | 0.192       | 0.105     | 0.132    | 0.195     | 1.832  | 0.067     |
| D2*F12XCFP*F12XCFV | -0.311      | 0.158     | -0.113   | 0.309     | -1.966 | 0.05      |
| D2*F12XCFV*F12XCFV | 0.232       | 0.127     | 0.109    | 0.284     | 1.83   | 0.068     |
| D3*F12XCFP*F12XCFP | 0.186       | 0.086     | 0.159    | 0.187     | 2.159  | 0.031     |
| D3*F12XCFP*F12XCFV | -0.335      | 0.146     | -0.161   | 0.204     | -2.287 | 0.022     |
| D3*F12XCFV*F12XCFV | 0.092       | 0.121     | 0.055    | 0.199     | 0.764  | 0.445     |
| D4*F12XCFP*F12XCFP | 0.142       | 0.104     | 0.104    | 0.174     | 1.358  | 0.175     |
| D4*F12XCFP*F12XCFV | -0.332      | 0.183     | -0.168   | 0.119     | -1.817 | 0.07      |
| D4*F12XCFV*F12XCFV | 0.239       | 0.154     | 0.127    | 0.152     | 1.552  | 0.121     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 114.032        | 29  | 3.932       | 2.762   | 0.000 |
| Residual   | 1285.794       | 903 | 1.424       |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 2.178 | 0.081 | 0.000            | 0.001             |

|                    | Effect Size  |                  | X      | Y      | X2        | XY       | Y2     |
|--------------------|--------------|------------------|--------|--------|-----------|----------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |        |        |           |          |        |
| Fit Slope          | 0.576        | -0.084           | -0.116 | 0.032  | -0.224 ** | 0.291 *  | -0.149 |
| Fit Curve          | 0.328        | -0.082           |        |        |           |          |        |
| Misfit Slope       | 0.597        | -0.148           |        |        |           |          |        |
| Misfit Curve       | <b>0.004</b> | -0.664           |        |        |           |          |        |
| <b>USA</b>         |              |                  |        |        |           |          |        |
| Fit Slope          | 0.161        | 0.145            | 0.09   | 0.055  | -0.016 ** | -0.011 * | -0.095 |
| Fit Curve          | 0.692        | -0.122           |        |        |           |          |        |
| Misfit Slope       | 0.53         | 0.081            |        |        |           |          |        |
| Misfit Curve       | <b>0.018</b> | -0.1             |        |        |           |          |        |
| <b>BRAZIL</b>      |              |                  |        |        |           |          |        |
| Fit Slope          | 0.839        | -0.036           | 0.015  | -0.051 | -0.032    | -0.02    | 0.083  |
| Fit Curve          | 0.47         | 0.031            |        |        |           |          |        |
| Misfit Slope       | 0.54         | 0.066            |        |        |           |          |        |
| Misfit Curve       | <b>0.012</b> | 0.071            |        |        |           |          |        |
| <b>GB</b>          |              |                  |        |        |           |          |        |
| Fit Slope          | 0.871        | -0.053           | -0.017 | -0.036 | -0.038 *  | -0.044 * | -0.057 |
| Fit Curve          | 0.629        | -0.139           |        |        |           |          |        |
| Misfit Slope       | 0.607        | 0.019            |        |        |           |          |        |
| Misfit Curve       | <b>0.028</b> | -0.051           |        |        |           |          |        |
| <b>NETHERLANDS</b> |              |                  |        |        |           |          |        |
| Fit Slope          | 0.916        | -0.063           | -0.062 | -0.001 | -0.082    | -0.041   | 0.09   |
| Fit Curve          | 0.667        | -0.033           |        |        |           |          |        |
| Misfit Slope       | 0.818        | -0.061           |        |        |           |          |        |
| Misfit Curve       | 0.051        | 0.049            |        |        |           |          |        |

**Normative (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.311 Squared multiple R: 0.097

Adjusted squared multiple R: 0.068 Standard error of estimate: 0.940

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.62        | 0.157     | 0        |           | 35.753 | 0         |
| F06XCFP            | 0.348       | 0.161     | 0.313    | 0.048     | 2.158  | 0.031     |
| F06XCFV            | -0.086      | 0.18      | -0.07    | 0.047     | -0.477 | 0.634     |
| D1                 | 0.498       | 0.168     | 0.253    | 0.137     | 2.961  | 0.003     |
| D2                 | 0.5         | 0.207     | 0.164    | 0.215     | 2.41   | 0.016     |
| D3                 | 0.229       | 0.198     | 0.083    | 0.194     | 1.155  | 0.249     |
| D4                 | 0.718       | 0.234     | 0.188    | 0.267     | 3.07   | 0.002     |
| F06XCFP*F06XCFP    | -0.498      | 0.143     | -0.601   | 0.034     | -3.492 | 0.001     |
| F06XCFP*F06XCFV    | 0.452       | 0.237     | 0.394    | 0.023     | 1.907  | 0.057     |
| F06XCFV*F06XCFV    | 0.031       | 0.156     | 0.031    | 0.041     | 0.198  | 0.843     |
| D1*F06XCFP         | -0.297      | 0.174     | -0.193   | 0.078     | -1.703 | 0.089     |
| D1*F06XCFV         | 0.124       | 0.196     | 0.076    | 0.069     | 0.632  | 0.528     |
| D2*F06XCFP         | -0.404      | 0.211     | -0.123   | 0.24      | -1.912 | 0.056     |
| D2*F06XCFV         | 0.006       | 0.224     | 0.002    | 0.187     | 0.026  | 0.979     |
| D3*F06XCFP         | -0.436      | 0.198     | -0.169   | 0.171     | -2.205 | 0.028     |
| D3*F06XCFV         | -0.132      | 0.229     | -0.044   | 0.172     | -0.578 | 0.563     |
| D4*F06XCFP         | -0.645      | 0.221     | -0.193   | 0.227     | -2.913 | 0.004     |
| D4*F06XCFV         | 0.318       | 0.328     | 0.07     | 0.191     | 0.968  | 0.333     |
| D1*F06XCFP*F06XCFP | 0.51        | 0.153     | 0.427    | 0.061     | 3.34   | 0.001     |
| D1*F06XCFP*F06XCFV | -0.474      | 0.252     | -0.306   | 0.038     | -1.881 | 0.06      |
| D1*F06XCFV*F06XCFV | -0.073      | 0.168     | -0.059   | 0.054     | -0.437 | 0.663     |
| D2*F06XCFP*F06XCFP | 0.715       | 0.189     | 0.299    | 0.161     | 3.784  | 0         |
| D2*F06XCFP*F06XCFV | -0.659      | 0.286     | -0.192   | 0.144     | -2.302 | 0.022     |
| D2*F06XCFV*F06XCFV | -0.244      | 0.181     | -0.12    | 0.126     | -1.349 | 0.178     |
| D3*F06XCFP*F06XCFP | 0.415       | 0.167     | 0.274    | 0.082     | 2.485  | 0.013     |
| D3*F06XCFP*F06XCFV | -0.575      | 0.282     | -0.239   | 0.073     | -2.039 | 0.042     |
| D3*F06XCFV*F06XCFV | -0.066      | 0.188     | -0.031   | 0.125     | -0.35  | 0.726     |
| D4*F06XCFP*F06XCFP | 0.407       | 0.158     | 0.278    | 0.086     | 2.581  | 0.01      |
| D4*F06XCFP*F06XCFV | -0.572      | 0.331     | -0.136   | 0.162     | -1.728 | 0.084     |
| D4*F06XCFV*F06XCFV | 0.146       | 0.273     | 0.044    | 0.144     | 0.533  | 0.594     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 85.549         | 29  | 2.95        | 3.341   | 0.000 |
| Residual   | 797.418        | 903 | 0.883       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.785 | 0.097 | 0.000            | 0.000             |

|                    | Effect Size  |                  | X         | Y      | X2        | XY       | Y2     |
|--------------------|--------------|------------------|-----------|--------|-----------|----------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |           |        |           |          |        |
| Fit Slope          | 0.091        | 0.262            | 0.348 *   | -0.086 | -0.498 ** | 0.452    | 0.031  |
| Fit Curve          | 0.921        | -0.015           |           |        |           |          |        |
| Misfit Slope       | 0.155        | 0.434            |           |        |           |          |        |
| Misfit Curve       | <b>0.043</b> | -0.919           |           |        |           |          |        |
| <b>USA</b>         |              |                  |           |        |           |          |        |
| Fit Slope          | 0.309        | 0.089            | 0.051     | 0.038  | 0.012 **  | -0.022   | -0.042 |
| Fit Curve          | 0.821        | -0.052           |           |        |           |          |        |
| Misfit Slope       | 0.203        | 0.261            |           |        |           |          |        |
| Misfit Curve       | 0.059        | -0.008           |           |        |           |          |        |
| <b>BRAZIL</b>      |              |                  |           |        |           |          |        |
| Fit Slope          | 0.054        | -0.136           | -0.056    | -0.08  | 0.217 *** | -0.207 * | -0.213 |
| Fit Curve          | 0.374        | -0.203           |           |        |           |          |        |
| Misfit Slope       | 0.286        | 0.024            |           |        |           |          |        |
| Misfit Curve       | <b>0.035</b> | 0.211            |           |        |           |          |        |
| <b>GB</b>          |              |                  |           |        |           |          |        |
| Fit Slope          | <b>0.004</b> | -0.306           | -0.088 *  | -0.218 | -0.083 *  | -0.123 * | -0.035 |
| Fit Curve          | 0.22         | -0.241           |           |        |           |          |        |
| Misfit Slope       | 0.423        | 0.13             |           |        |           |          |        |
| Misfit Curve       | 0.084        | 0.005            |           |        |           |          |        |
| <b>NETHERLANDS</b> |              |                  |           |        |           |          |        |
| Fit Slope          | 0.266        | -0.065           | -0.297 ** | 0.232  | -0.091 *  | -0.12    | 0.177  |
| Fit Curve          | 0.939        | -0.034           |           |        |           |          |        |
| Misfit Slope       | <b>0.044</b> | -0.529           |           |        |           |          |        |
| Misfit Curve       | 0.075        | 0.206            |           |        |           |          |        |

Friendly/Helpful (IV) and Integrity (DV)

Dep Var: F03RAWFP N: 933 Multiple R: 0.324 Squared multiple R: 0.105

Adjusted squared multiple R: 0.076 Standard error of estimate: 0.935

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.458 | 0.105 | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.87        | 0.139     | 0        |           | 42.287 | 0         |
| F14XCFP            | 0.077       | 0.101     | 0.094    | 0.065     | 0.762  | 0.446     |
| F14XCFV            | -0.141      | 0.118     | -0.129   | 0.085     | -1.19  | 0.234     |
| D1                 | 0.243       | 0.149     | 0.123    | 0.172     | 1.628  | 0.104     |
| D2                 | 0.231       | 0.195     | 0.076    | 0.242     | 1.189  | 0.235     |
| D3                 | 0.016       | 0.183     | 0.006    | 0.226     | 0.088  | 0.93      |
| D4                 | 0.25        | 0.219     | 0.065    | 0.302     | 1.141  | 0.254     |
| F14XCFP*F14XCFP    | -0.18       | 0.049     | -0.35    | 0.109     | -3.665 | 0         |
| F14XCFP*F14XCFV    | 0.249       | 0.08      | 0.297    | 0.108     | 3.098  | 0.002     |
| F14XCFV*F14XCFV    | -0.14       | 0.06      | -0.2     | 0.136     | -2.344 | 0.019     |
| D1*F14XCFP         | -0.04       | 0.107     | -0.037   | 0.103     | -0.375 | 0.708     |
| D1*F14XCFV         | 0.1         | 0.129     | 0.066    | 0.136     | 0.777  | 0.438     |
| D2*F14XCFP         | -0.132      | 0.135     | -0.051   | 0.367     | -0.977 | 0.329     |
| D2*F14XCFV         | 0.072       | 0.158     | 0.024    | 0.366     | 0.453  | 0.65      |
| D3*F14XCFP         | -0.172      | 0.123     | -0.081   | 0.297     | -1.401 | 0.162     |
| D3*F14XCFV         | 0.149       | 0.147     | 0.056    | 0.323     | 1.011  | 0.312     |
| D4*F14XCFP         | -0.154      | 0.155     | -0.046   | 0.461     | -0.998 | 0.318     |
| D4*F14XCFV         | 0.142       | 0.218     | 0.032    | 0.405     | 0.649  | 0.517     |
| D1*F14XCFP*F14XCFP | 0.177       | 0.055     | 0.279    | 0.134     | 3.243  | 0.001     |
| D1*F14XCFP*F14XCFV | -0.242      | 0.089     | -0.217   | 0.155     | -2.716 | 0.007     |
| D1*F14XCFV*F14XCFV | 0.123       | 0.067     | 0.14     | 0.169     | 1.829  | 0.068     |
| D2*F14XCFP*F14XCFP | 0.169       | 0.078     | 0.121    | 0.315     | 2.165  | 0.031     |
| D2*F14XCFP*F14XCFV | -0.238      | 0.139     | -0.078   | 0.481     | -1.714 | 0.087     |
| D2*F14XCFV*F14XCFV | 0.094       | 0.1       | 0.048    | 0.382     | 0.944  | 0.345     |
| D3*F14XCFP*F14XCFP | 0.079       | 0.072     | 0.066    | 0.276     | 1.095  | 0.274     |
| D3*F14XCFP*F14XCFV | -0.296      | 0.11      | -0.154   | 0.3       | -2.685 | 0.007     |
| D3*F14XCFV*F14XCFV | 0.183       | 0.09      | 0.115    | 0.307     | 2.031  | 0.043     |
| D4*F14XCFP*F14XCFP | 0.19        | 0.097     | 0.101    | 0.371     | 1.953  | 0.051     |
| D4*F14XCFP*F14XCFV | -0.4        | 0.183     | -0.12    | 0.328     | -2.192 | 0.029     |
| D4*F14XCFV*F14XCFV | 0.319       | 0.178     | 0.107    | 0.282     | 1.796  | 0.073     |

|                    | Effect Size P | Direction | X      | Y      | X2        | XY        | Y2     |
|--------------------|---------------|-----------|--------|--------|-----------|-----------|--------|
| <b>JAPAN</b>       |               |           |        |        |           |           |        |
| Fit Slope          | 0.612         | -0.064    | 0.077  | -0.141 | -0.18 *** | 0.249 **  | -0.14  |
| Fit Curve          | 0.429         | -0.071    |        |        |           |           |        |
| Misfit Slope       | 0.227         | 0.218     |        |        |           |           |        |
| Misfit Curve       | 0             | -0.569    |        |        |           |           |        |
| <b>USA</b>         |               |           |        |        |           |           |        |
| Fit Slope          | 0.665         | -0.004    | 0.037  | -0.041 | -0.003 ** | 0.007 **  | -0.017 |
| Fit Curve          | 0.558         | -0.013    |        |        |           |           |        |
| Misfit Slope       | 0.468         | 0.278     |        |        |           |           |        |
| Misfit Curve       | 0             | -0.027    |        |        |           |           |        |
| <b>BRAZIL</b>      |               |           |        |        |           |           |        |
| Fit Slope          | 0.723         | -0.124    | -0.055 | -0.069 | -0.011 *  | 0.011     | -0.046 |
| Fit Curve          | 0.867         | -0.046    |        |        |           |           |        |
| Misfit Slope       | 0.396         | 0.014     |        |        |           |           |        |
| Misfit Curve       | 0.028         | -0.068    |        |        |           |           |        |
| <b>GB</b>          |               |           |        |        |           |           |        |
| Fit Slope          | 0.884         | -0.087    | -0.095 | 0.008  | -0.101    | -0.047 ** | 0.043  |
| Fit Curve          | 0.77          | -0.105    |        |        |           |           |        |
| Misfit Slope       | 0.145         | -0.103    |        |        |           |           |        |
| Misfit Curve       | 0.004         | -0.011    |        |        |           |           |        |
| <b>NETHERLANDS</b> |               |           |        |        |           |           |        |
| Fit Slope          | 0.952         | -0.076    | -0.077 | 0.001  | 0.01      | -0.151 *  | 0.179  |
| Fit Curve          | 0.485         | 0.038     |        |        |           |           |        |
| Misfit Slope       | 0.345         | -0.078    |        |        |           |           |        |
| Misfit Curve       | 0.009         | 0.34      |        |        |           |           |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 92.881         | 29  | 3.203       | 3.661   | 0.000 |
| Residual   | 790.087        | 903 | 0.875       |         |       |

Friendly/Helpful (IV) and Team Building (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.347 Squared multiple R: 0.120

Adjusted squared multiple R: 0.092 Standard error of estimate: 0.931

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.185       | 0.138     | 0        |           | 37.52  | 0         |
| F14XCFP            | 0.015       | 0.101     | 0.018    | 0.065     | 0.151  | 0.88      |
| F14XCFV            | 0.026       | 0.118     | 0.023    | 0.085     | 0.217  | 0.828     |
| D1                 | 0.45        | 0.149     | 0.228    | 0.172     | 3.026  | 0.003     |
| D2                 | 0.443       | 0.194     | 0.145    | 0.242     | 2.287  | 0.022     |
| D3                 | 0.238       | 0.182     | 0.086    | 0.226     | 1.308  | 0.191     |
| D4                 | 0.482       | 0.218     | 0.126    | 0.302     | 2.21   | 0.027     |
| F14XCFP*F14XCFP    | -0.193      | 0.049     | -0.372   | 0.109     | -3.935 | 0         |
| F14XCFP*F14XCFV    | 0.286       | 0.08      | 0.339    | 0.108     | 3.571  | 0         |
| F14XCFV*F14XCFV    | 0.005       | 0.059     | 0.008    | 0.136     | 0.091  | 0.928     |
| D1*F14XCFP         | 0.033       | 0.107     | 0.03     | 0.103     | 0.311  | 0.756     |
| D1*F14XCFV         | -0.074      | 0.128     | -0.049   | 0.136     | -0.577 | 0.564     |
| D2*F14XCFP         | 0.072       | 0.134     | 0.028    | 0.367     | 0.539  | 0.59      |
| D2*F14XCFV         | -0.105      | 0.157     | -0.034   | 0.366     | -0.668 | 0.504     |
| D3*F14XCFP         | -0.068      | 0.122     | -0.032   | 0.297     | -0.557 | 0.577     |
| D3*F14XCFV         | -0.145      | 0.147     | -0.054   | 0.323     | -0.988 | 0.323     |
| D4*F14XCFP         | -0.018      | 0.154     | -0.005   | 0.461     | -0.116 | 0.908     |
| D4*F14XCFV         | -0.043      | 0.217     | -0.01    | 0.405     | -0.199 | 0.842     |
| D1*F14XCFP*F14XCFP | 0.211       | 0.054     | 0.329    | 0.134     | 3.863  | 0         |
| D1*F14XCFP*F14XCFV | -0.279      | 0.089     | -0.249   | 0.155     | -3.14  | 0.002     |
| D1*F14XCFV*F14XCFV | -0.004      | 0.067     | -0.005   | 0.169     | -0.067 | 0.947     |
| D2*F14XCFP*F14XCFP | 0.208       | 0.078     | 0.148    | 0.315     | 2.67   | 0.008     |
| D2*F14XCFP*F14XCFV | -0.357      | 0.138     | -0.116   | 0.481     | -2.581 | 0.01      |
| D2*F14XCFV*F14XCFV | -0.044      | 0.1       | -0.022   | 0.382     | -0.441 | 0.659     |
| D3*F14XCFP*F14XCFP | 0.059       | 0.072     | 0.049    | 0.276     | 0.821  | 0.412     |
| D3*F14XCFP*F14XCFV | -0.224      | 0.11      | -0.116   | 0.3       | -2.039 | 0.042     |
| D3*F14XCFV*F14XCFV | 0.043       | 0.09      | 0.027    | 0.307     | 0.483  | 0.629     |
| D4*F14XCFP*F14XCFP | 0.144       | 0.097     | 0.076    | 0.371     | 1.487  | 0.137     |
| D4*F14XCFP*F14XCFV | -0.541      | 0.182     | -0.162   | 0.328     | -2.977 | 0.003     |
| D4*F14XCFV*F14XCFV | 0.036       | 0.177     | 0.012    | 0.282     | 0.204  | 0.838     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 107.306        | 29  | 3.7         | 4.266   | 0.000 |
| Residual   | 783.225        | 903 | 0.867       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.189 | 0.120 | 0.000            | 0.000             |

|                    | Effect Size |           | X      | Y      | X2         | XY        | Y2     |
|--------------------|-------------|-----------|--------|--------|------------|-----------|--------|
|                    | P           | Direction |        |        |            |           |        |
| <b>JAPAN</b>       |             |           |        |        |            |           |        |
| Fit Slope          | 0.746       | 0.041     | 0.015  | 0.026  | -0.193 *** | 0.286 *** | 0.005  |
| Fit Curve          | 0.271       | 0.098     |        |        |            |           |        |
| Misfit Slope       | 0.953       | -0.011    |        |        |            |           |        |
| Misfit Curve       | 0           | -0.474    |        |        |            |           |        |
| <b>USA</b>         |             |           |        |        |            |           |        |
| Fit Slope          | 0.766       | 0         | 0.048  | -0.048 | 0.018 ***  | 0.007 **  | 0.001  |
| Fit Curve          | 0.462       | 0.026     |        |        |            |           |        |
| Misfit Slope       | 0.578       | -0.052    |        |        |            |           |        |
| Misfit Curve       | 0.001       | 0.012     |        |        |            |           |        |
| <b>BRAZIL</b>      |             |           |        |        |            |           |        |
| Fit Slope          | 0.847       | 0.008     | 0.087  | -0.079 | 0.015 **   | -0.071 *  | -0.039 |
| Fit Curve          | 0.199       | -0.095    |        |        |            |           |        |
| Misfit Slope       | 0.457       | 0.166     |        |        |            |           |        |
| Misfit Curve       | 0.022       | 0.047     |        |        |            |           |        |
| <b>GB</b>          |             |           |        |        |            |           |        |
| Fit Slope          | 0.178       | -0.172    | -0.053 | -0.119 | -0.134     | 0.062 *   | 0.048  |
| Fit Curve          | 0.296       | -0.024    |        |        |            |           |        |
| Misfit Slope       | 0.726       | 0.066     |        |        |            |           |        |
| Misfit Curve       | 0.089       | -0.148    |        |        |            |           |        |
| <b>NETHERLANDS</b> |             |           |        |        |            |           |        |
| Fit Slope          | 0.772       | -0.02     | -0.003 | -0.017 | -0.049     | -0.255 ** | 0.041  |
| Fit Curve          | 0.02        | -0.263    |        |        |            |           |        |
| Misfit Slope       | 0.935       | 0.014     |        |        |            |           |        |
| Misfit Curve       | 0.037       | 0.247     |        |        |            |           |        |



Friendly/Helpful (IV) and Performance Oriented (DV)

Dep Var: F04RAWFP N: 933 Multiple R: 0.381 Squared multiple R: 0.145

Adjusted squared multiple R: 0.117 Standard error of estimate: 0.799

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.43        | 0.119     | 0        |           | 45.788 | 0         |
| F14XCFP            | 0.052       | 0.086     | 0.073    | 0.065     | 0.607  | 0.544     |
| F14XCFV            | 0.003       | 0.101     | 0.003    | 0.085     | 0.026  | 0.979     |
| D1                 | 0.647       | 0.128     | 0.376    | 0.172     | 5.071  | 0         |
| D2                 | 0.805       | 0.166     | 0.303    | 0.242     | 4.846  | 0         |
| D3                 | 0.57        | 0.156     | 0.237    | 0.226     | 3.656  | 0         |
| D4                 | 0.486       | 0.187     | 0.146    | 0.302     | 2.599  | 0.01      |
| F14XCFP*F14XCFP    | -0.112      | 0.042     | -0.249   | 0.109     | -2.673 | 0.008     |
| F14XCFP*F14XCFV    | 0.19        | 0.069     | 0.259    | 0.108     | 2.767  | 0.006     |
| F14XCFV*F14XCFV    | -0.015      | 0.051     | -0.025   | 0.136     | -0.296 | 0.768     |
| D1*F14XCFP         | -0.04       | 0.092     | -0.042   | 0.103     | -0.436 | 0.663     |
| D1*F14XCFV         | -0.067      | 0.11      | -0.051   | 0.136     | -0.609 | 0.542     |
| D2*F14XCFP         | -0.107      | 0.115     | -0.047   | 0.367     | -0.924 | 0.356     |
| D2*F14XCFV         | 0.144       | 0.135     | 0.054    | 0.366     | 1.065  | 0.287     |
| D3*F14XCFP         | -0.161      | 0.105     | -0.087   | 0.297     | -1.539 | 0.124     |
| D3*F14XCFV         | 0.01        | 0.126     | 0.004    | 0.323     | 0.083  | 0.934     |
| D4*F14XCFP         | -0.208      | 0.132     | -0.071   | 0.461     | -1.573 | 0.116     |
| D4*F14XCFV         | 0.11        | 0.187     | 0.029    | 0.405     | 0.591  | 0.555     |
| D1*F14XCFP*F14XCFP | 0.132       | 0.047     | 0.237    | 0.134     | 2.822  | 0.005     |
| D1*F14XCFP*F14XCFV | -0.162      | 0.076     | -0.167   | 0.155     | -2.133 | 0.033     |
| D1*F14XCFV*F14XCFV | 0.012       | 0.057     | 0.016    | 0.169     | 0.208  | 0.835     |
| D2*F14XCFP*F14XCFP | 0.045       | 0.067     | 0.037    | 0.315     | 0.67   | 0.503     |
| D2*F14XCFP*F14XCFV | -0.076      | 0.119     | -0.028   | 0.481     | -0.637 | 0.524     |
| D2*F14XCFV*F14XCFV | -0.168      | 0.085     | -0.098   | 0.382     | -1.965 | 0.05      |
| D3*F14XCFP*F14XCFP | -0.018      | 0.061     | -0.017   | 0.276     | -0.299 | 0.765     |
| D3*F14XCFP*F14XCFV | -0.159      | 0.094     | -0.095   | 0.3       | -1.693 | 0.091     |
| D3*F14XCFV*F14XCFV | 0.043       | 0.077     | 0.031    | 0.307     | 0.561  | 0.575     |
| D4*F14XCFP*F14XCFP | 0.005       | 0.083     | 0.003    | 0.371     | 0.063  | 0.95      |
| D4*F14XCFP*F14XCFV | -0.398      | 0.156     | -0.137   | 0.328     | -2.552 | 0.011     |
| D4*F14XCFV*F14XCFV | 0.161       | 0.152     | 0.061    | 0.282     | 1.057  | 0.291     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 97.753         | 29  | 3.371       | 5.277   | 0.000 |
| Residual   | 576.783        | 903 | 0.639       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 5.665 | 0.145 | 0.000            | 0.000             |

|                    |       | Effect Size |        | X      | Y         | X2       | XY     | Y2 |
|--------------------|-------|-------------|--------|--------|-----------|----------|--------|----|
| JAPAN              | P     | Direction   |        |        |           |          |        |    |
| Fit Slope          | 0.611 | 0.055       | 0.052  | 0.003  | -0.112 ** | 0.19 **  | -0.015 |    |
| Fit Curve          | 0.414 | 0.063       |        |        |           |          |        |    |
| Misfit Slope       | 0.747 | 0.049       |        |        |           |          |        |    |
| Misfit Curve       | 0.004 | -0.317      |        |        |           |          |        |    |
| <b>USA</b>         |       |             |        |        |           |          |        |    |
| Fit Slope          | 0.362 | -0.052      | 0.012  | -0.064 | 0.02 **   | 0.028 *  | -0.003 |    |
| Fit Curve          | 0.827 | 0.045       |        |        |           |          |        |    |
| Misfit Slope       | 0.871 | -0.058      |        |        |           |          |        |    |
| Misfit Curve       | 0.013 | -0.011      |        |        |           |          |        |    |
| <b>BRAZIL</b>      |       |             |        |        |           |          |        |    |
| Fit Slope          | 0.798 | 0.092       | -0.055 | 0.147  | -0.067    | 0.114    | -0.183 |    |
| Fit Curve          | 0.124 | -0.136      |        |        |           |          |        |    |
| Misfit Slope       | 0.222 | -0.202      |        |        |           |          |        |    |
| Misfit Curve       | 0.808 | -0.364      |        |        |           |          |        |    |
| <b>GB</b>          |       |             |        |        |           |          |        |    |
| Fit Slope          | 0.266 | -0.096      | -0.109 | 0.013  | -0.13     | 0.031    | 0.028  |    |
| Fit Curve          | 0.178 | -0.071      |        |        |           |          |        |    |
| Misfit Slope       | 0.36  | -0.122      |        |        |           |          |        |    |
| Misfit Curve       | 0.262 | -0.133      |        |        |           |          |        |    |
| <b>NETHERLANDS</b> |       |             |        |        |           |          |        |    |
| Fit Slope          | 0.591 | -0.043      | -0.156 | 0.113  | -0.107    | -0.208 * | 0.146  |    |
| Fit Curve          | 0.081 | -0.169      |        |        |           |          |        |    |
| Misfit Slope       | 0.235 | -0.269      |        |        |           |          |        |    |
| Misfit Curve       | 0.058 | 0.247       |        |        |           |          |        |    |

Friendly/Helpful (IV) and Encourager (DV)

Dep Var: F07RAWFP N: 933 Multiple R: 0.315 Squared multiple R: 0.099

Adjusted squared multiple R: 0.071 Standard error of estimate: 1.182

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.057       | 0.175     | 0        |           | 28.844 | 0         |
| F14XCFP            | 0.019       | 0.128     | 0.018    | 0.065     | 0.15   | 0.881     |
| F14XCFV            | -0.111      | 0.15      | -0.08    | 0.085     | -0.742 | 0.458     |
| D1                 | 0.347       | 0.189     | 0.14     | 0.172     | 1.838  | 0.066     |
| D2                 | 0.277       | 0.246     | 0.072    | 0.242     | 1.126  | 0.261     |
| D3                 | 0.151       | 0.231     | 0.043    | 0.226     | 0.653  | 0.514     |
| D4                 | 0.376       | 0.277     | 0.078    | 0.302     | 1.361  | 0.174     |
| F14XCFP*F14XCFP    | -0.244      | 0.062     | -0.375   | 0.109     | -3.915 | 0         |
| F14XCFP*F14XCFV    | 0.318       | 0.102     | 0.301    | 0.108     | 3.132  | 0.002     |
| F14XCFV*F14XCFV    | 0.01        | 0.075     | 0.012    | 0.136     | 0.138  | 0.89      |
| D1*F14XCFP         | 0.06        | 0.136     | 0.044    | 0.103     | 0.445  | 0.657     |
| D1*F14XCFV         | 0.102       | 0.162     | 0.054    | 0.136     | 0.631  | 0.528     |
| D2*F14XCFP         | 0.107       | 0.171     | 0.033    | 0.367     | 0.628  | 0.53      |
| D2*F14XCFV         | 0.047       | 0.2       | 0.012    | 0.366     | 0.238  | 0.812     |
| D3*F14XCFP         | -0.026      | 0.155     | -0.01    | 0.297     | -0.168 | 0.867     |
| D3*F14XCFV         | -0.111      | 0.186     | -0.033   | 0.323     | -0.596 | 0.551     |
| D4*F14XCFP         | -0.134      | 0.195     | -0.032   | 0.461     | -0.685 | 0.493     |
| D4*F14XCFV         | 0.237       | 0.276     | 0.043    | 0.405     | 0.86   | 0.39      |
| D1*F14XCFP*F14XCFP | 0.222       | 0.069     | 0.277    | 0.134     | 3.208  | 0.001     |
| D1*F14XCFP*F14XCFV | -0.268      | 0.113     | -0.191   | 0.155     | -2.382 | 0.017     |
| D1*F14XCFV*F14XCFV | 0.008       | 0.085     | 0.007    | 0.169     | 0.095  | 0.924     |
| D2*F14XCFP*F14XCFP | 0.337       | 0.099     | 0.192    | 0.315     | 3.416  | 0.001     |
| D2*F14XCFP*F14XCFV | -0.432      | 0.176     | -0.112   | 0.481     | -2.461 | 0.014     |
| D2*F14XCFV*F14XCFV | -0.102      | 0.126     | -0.041   | 0.382     | -0.807 | 0.42      |
| D3*F14XCFP*F14XCFP | 0.109       | 0.091     | 0.072    | 0.276     | 1.2    | 0.23      |
| D3*F14XCFP*F14XCFV | -0.285      | 0.139     | -0.118   | 0.3       | -2.044 | 0.041     |
| D3*F14XCFV*F14XCFV | -0.001      | 0.114     | 0        | 0.307     | -0.006 | 0.996     |
| D4*F14XCFP*F14XCFP | 0.197       | 0.123     | 0.083    | 0.371     | 1.602  | 0.109     |
| D4*F14XCFP*F14XCFV | -0.658      | 0.231     | -0.157   | 0.328     | -2.853 | 0.004     |
| D4*F14XCFV*F14XCFV | 0.362       | 0.224     | 0.096    | 0.282     | 1.614  | 0.107     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 139.182        | 29  | 4.799       | 3.438   | 0.000 |
| Residual   | 1260.645       | 903 | 1.396       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 2.936 | 0.099 | 0.000            | 0.000             |

|                    | Effect Size  |                  | X      | Y      | X2         | XY       | Y2     |
|--------------------|--------------|------------------|--------|--------|------------|----------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |        |        |            |          |        |
| Fit Slope          | 0.565        | -0.092           | 0.019  | -0.111 | -0.244 *** | 0.318 ** | 0.01   |
| Fit Curve          | 0.453        | 0.084            |        |        |            |          |        |
| Misfit Slope       | 0.568        | 0.13             |        |        |            |          |        |
| Misfit Curve       | <b>0.001</b> | -0.552           |        |        |            |          |        |
| <b>USA</b>         |              |                  |        |        |            |          |        |
| Fit Slope          | 0.348        | 0.07             | 0.079  | -0.009 | -0.022 **  | 0.05 *   | 0.018  |
| Fit Curve          | 0.758        | 0.046            |        |        |            |          |        |
| Misfit Slope       | 0.863        | 0.292            |        |        |            |          |        |
| Misfit Curve       | <b>0.006</b> | -0.054           |        |        |            |          |        |
| <b>BRAZIL</b>      |              |                  |        |        |            |          |        |
| Fit Slope          | 0.472        | 0.062            | 0.126  | -0.064 | 0.093 **   | -0.114 * | -0.092 |
| Fit Curve          | 0.302        | -0.113           |        |        |            |          |        |
| Misfit Slope       | 0.844        | 0.19             |        |        |            |          |        |
| Misfit Curve       | <b>0.021</b> | 0.115            |        |        |            |          |        |
| <b>GB</b>          |              |                  |        |        |            |          |        |
| Fit Slope          | 0.495        | -0.229           | -0.007 | -0.222 | -0.135     | 0.033 *  | 0.009  |
| Fit Curve          | 0.232        | -0.093           |        |        |            |          |        |
| Misfit Slope       | 0.76         | 0.215            |        |        |            |          |        |
| Misfit Curve       | 0.106        | -0.159           |        |        |            |          |        |
| <b>NETHERLANDS</b> |              |                  |        |        |            |          |        |
| Fit Slope          | 0.7          | 0.011            | -0.115 | 0.126  | -0.047     | -0.34 ** | 0.372  |
| Fit Curve          | 0.615        | -0.015           |        |        |            |          |        |
| Misfit Slope       | 0.349        | -0.241           |        |        |            |          |        |
| Misfit Curve       | <b>0.006</b> | 0.665            |        |        |            |          |        |

Friendly/Helpful (IV) and Elitist/Individualistic (DV)

Dep Var: F16RAWFP N: 933 Multiple R: 0.396 Squared multiple R: 0.157

Adjusted squared multiple R: 0.130 Standard error of estimate: 1.068

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.627       | 0.158     | 0        |           | 16.577 | 0         |
| F14XCFP            | -0.086      | 0.115     | -0.089   | 0.065     | -0.746 | 0.456     |
| F14XCFV            | 0.029       | 0.135     | 0.023    | 0.085     | 0.216  | 0.829     |
| D1                 | -0.449      | 0.17      | -0.194   | 0.172     | -2.633 | 0.009     |
| D2                 | 0.405       | 0.222     | 0.113    | 0.242     | 1.823  | 0.069     |
| D3                 | -0.272      | 0.209     | -0.084   | 0.226     | -1.306 | 0.192     |
| D4                 | 0.086       | 0.25      | 0.019    | 0.302     | 0.345  | 0.73      |
| F14XCFP*F14XCFP    | 0.206       | 0.056     | 0.339    | 0.109     | 3.66   | 0         |
| F14XCFP*F14XCFV    | -0.164      | 0.092     | -0.166   | 0.108     | -1.782 | 0.075     |
| F14XCFV*F14XCFV    | 0.055       | 0.068     | 0.067    | 0.136     | 0.806  | 0.421     |
| D1*F14XCFP         | 0.046       | 0.123     | 0.035    | 0.103     | 0.373  | 0.709     |
| D1*F14XCFV         | -0.049      | 0.147     | -0.027   | 0.136     | -0.331 | 0.741     |
| D2*F14XCFP         | 0.282       | 0.154     | 0.092    | 0.367     | 1.827  | 0.068     |
| D2*F14XCFV         | -0.339      | 0.18      | -0.095   | 0.366     | -1.877 | 0.061     |
| D3*F14XCFP         | 0.152       | 0.14      | 0.061    | 0.297     | 1.084  | 0.279     |
| D3*F14XCFV         | 0.164       | 0.168     | 0.053    | 0.323     | 0.978  | 0.328     |
| D4*F14XCFP         | 0.214       | 0.177     | 0.055    | 0.461     | 1.214  | 0.225     |
| D4*F14XCFV         | -0.243      | 0.249     | -0.047   | 0.405     | -0.975 | 0.33      |
| D1*F14XCFP*F14XCFP | -0.196      | 0.062     | -0.262   | 0.134     | -3.144 | 0.002     |
| D1*F14XCFP*F14XCFV | 0.178       | 0.102     | 0.136    | 0.155     | 1.746  | 0.081     |
| D1*F14XCFV*F14XCFV | -0.037      | 0.077     | -0.036   | 0.169     | -0.487 | 0.626     |
| D2*F14XCFP*F14XCFP | -0.171      | 0.089     | -0.104   | 0.315     | -1.913 | 0.056     |
| D2*F14XCFP*F14XCFV | -0.046      | 0.159     | -0.013   | 0.481     | -0.292 | 0.77      |
| D2*F14XCFV*F14XCFV | 0.083       | 0.114     | 0.036    | 0.382     | 0.725  | 0.469     |
| D3*F14XCFP*F14XCFP | -0.15       | 0.082     | -0.106   | 0.276     | -1.824 | 0.068     |
| D3*F14XCFP*F14XCFV | 0.128       | 0.126     | 0.057    | 0.3       | 1.019  | 0.309     |
| D3*F14XCFV*F14XCFV | 0.008       | 0.103     | 0.004    | 0.307     | 0.074  | 0.941     |
| D4*F14XCFP*F14XCFP | -0.201      | 0.111     | -0.091   | 0.371     | -1.812 | 0.07      |
| D4*F14XCFP*F14XCFV | 0.492       | 0.208     | 0.126    | 0.328     | 2.358  | 0.019     |
| D4*F14XCFV*F14XCFV | -0.117      | 0.203     | -0.033   | 0.282     | -0.575 | 0.566     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 191.831        | 29  | 6.615       | 5.799   | 0.000 |
| Residual   | 1029.981       | 903 | 1.141       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 6.282 | 0.157 | 0.000            | 0.000             |

|                    |       | Effect Size |        | X      | Y         | X2      | XY     | Y2 |
|--------------------|-------|-------------|--------|--------|-----------|---------|--------|----|
| JAPAN              | P     | Direction   |        |        |           |         |        |    |
| Fit Slope          | 0.694 | -0.057      | -0.086 | 0.029  | 0.206 *** | -0.164  | 0.055  |    |
| Fit Curve          | 0.343 | 0.097       |        |        |           |         |        |    |
| Misfit Slope       | 0.576 | -0.115      |        |        |           |         |        |    |
| Misfit Curve       | 0.004 | 0.425       |        |        |           |         |        |    |
| <b>USA</b>         |       |             |        |        |           |         |        |    |
| Fit Slope          | 0.986 | -0.06       | -0.04  | -0.02  | 0.01 **   | 0.014   | 0.018  |    |
| Fit Curve          | 0.621 | 0.042       |        |        |           |         |        |    |
| Misfit Slope       | 0.669 | -0.118      |        |        |           |         |        |    |
| Misfit Curve       | 0.013 | 0.014       |        |        |           |         |        |    |
| <b>BRAZIL</b>      |       |             |        |        |           |         |        |    |
| Fit Slope          | 0.769 | -0.114      | 0.196  | -0.31  | 0.035     | -0.21   | 0.138  |    |
| Fit Curve          | 0.437 | -0.037      |        |        |           |         |        |    |
| Misfit Slope       | 0.024 | 0.506       |        |        |           |         |        |    |
| Misfit Curve       | 0.874 | 0.383       |        |        |           |         |        |    |
| <b>GB</b>          |       |             |        |        |           |         |        |    |
| Fit Slope          | 0.081 | 0.259       | 0.066  | 0.193  | 0.056     | -0.036  | 0.063  |    |
| Fit Curve          | 0.918 | 0.083       |        |        |           |         |        |    |
| Misfit Slope       | 0.96  | -0.127      |        |        |           |         |        |    |
| Misfit Curve       | 0.219 | 0.155       |        |        |           |         |        |    |
| <b>NETHERLANDS</b> |       |             |        |        |           |         |        |    |
| Fit Slope          | 0.906 | -0.086      | 0.128  | -0.214 | 0.005     | 0.328 * | -0.062 |    |
| Fit Curve          | 0.33  | 0.271       |        |        |           |         |        |    |
| Misfit Slope       | 0.201 | 0.342       |        |        |           |         |        |    |
| Misfit Curve       | 0.042 | -0.385      |        |        |           |         |        |    |

Friendly/Helpful (IV) and Autocratic (DV)

Dep Var: F05RAWFP N: 933 Multiple R: 0.329 Squared multiple R: 0.108

Adjusted squared multiple R: 0.080 Standard error of estimate: 1.260

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.11        | 0.187     | 0        |           | 11.284 | 0         |
| F14XCFP            | 0.011       | 0.136     | 0.01     | 0.065     | 0.079  | 0.937     |
| F14XCFV            | -0.018      | 0.16      | -0.012   | 0.085     | -0.116 | 0.908     |
| D1                 | 0.156       | 0.201     | 0.059    | 0.172     | 0.777  | 0.437     |
| D2                 | 1.065       | 0.262     | 0.26     | 0.242     | 4.064  | 0         |
| D3                 | 0.705       | 0.246     | 0.19     | 0.226     | 2.866  | 0.004     |
| D4                 | 0.536       | 0.295     | 0.104    | 0.302     | 1.816  | 0.07      |
| F14XCFP*F14XCFP    | 0.314       | 0.066     | 0.451    | 0.109     | 4.738  | 0         |
| F14XCFP*F14XCFV    | -0.332      | 0.108     | -0.294   | 0.108     | -3.068 | 0.002     |
| F14XCFV*F14XCFV    | 0.13        | 0.08      | 0.138    | 0.136     | 1.62   | 0.106     |
| D1*F14XCFP         | -0.002      | 0.145     | -0.001   | 0.103     | -0.015 | 0.988     |
| D1*F14XCFV         | 0.077       | 0.173     | 0.038    | 0.136     | 0.447  | 0.655     |
| D2*F14XCFP         | 0.101       | 0.182     | 0.029    | 0.367     | 0.554  | 0.58      |
| D2*F14XCFV         | 0.144       | 0.213     | 0.035    | 0.366     | 0.677  | 0.499     |
| D3*F14XCFP         | -0.09       | 0.165     | -0.031   | 0.297     | -0.544 | 0.587     |
| D3*F14XCFV         | 0.039       | 0.198     | 0.011    | 0.323     | 0.195  | 0.845     |
| D4*F14XCFP         | 0.051       | 0.208     | 0.011    | 0.461     | 0.247  | 0.805     |
| D4*F14XCFV         | 0.043       | 0.294     | 0.007    | 0.405     | 0.147  | 0.883     |
| D1*F14XCFP*F14XCFP | -0.287      | 0.074     | -0.333   | 0.134     | -3.885 | 0         |
| D1*F14XCFP*F14XCFV | 0.298       | 0.12      | 0.198    | 0.155     | 2.484  | 0.013     |
| D1*F14XCFV*F14XCFV | -0.099      | 0.09      | -0.084   | 0.169     | -1.097 | 0.273     |
| D2*F14XCFP*F14XCFP | -0.371      | 0.105     | -0.198   | 0.315     | -3.528 | 0         |
| D2*F14XCFP*F14XCFV | 0.165       | 0.187     | 0.04     | 0.481     | 0.882  | 0.378     |
| D2*F14XCFV*F14XCFV | -0.052      | 0.135     | -0.02    | 0.382     | -0.387 | 0.699     |
| D3*F14XCFP*F14XCFP | -0.418      | 0.097     | -0.259   | 0.276     | -4.321 | 0         |
| D3*F14XCFP*F14XCFV | 0.49        | 0.149     | 0.189    | 0.3       | 3.3    | 0.001     |
| D3*F14XCFV*F14XCFV | -0.163      | 0.122     | -0.076   | 0.307     | -1.339 | 0.181     |
| D4*F14XCFP*F14XCFP | -0.426      | 0.131     | -0.167   | 0.371     | -3.245 | 0.001     |
| D4*F14XCFP*F14XCFV | 0.735       | 0.246     | 0.164    | 0.328     | 2.988  | 0.003     |
| D4*F14XCFV*F14XCFV | -0.47       | 0.239     | -0.116   | 0.282     | -1.965 | 0.05      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 174.089        | 29  | 6.003       | 3.779   | 0.000 |
| Residual   | 1434.292       | 903 | 1.588       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.963 | 0.108 | 0.000            | 0.000             |

|                    |          | Effect Size      |        | X      | Y          | X2        | XY     | Y2 |
|--------------------|----------|------------------|--------|--------|------------|-----------|--------|----|
| <b>JAPAN</b>       | <b>P</b> | <b>Direction</b> |        |        |            |           |        |    |
| Fit Slope          | 0.964    | -0.007           | 0.011  | -0.018 | 0.314 ***  | -0.332 ** | 0.13   |    |
| Fit Curve          | 0.353    | 0.112            |        |        |            |           |        |    |
| Misfit Slope       | 0.904    | 0.029            |        |        |            |           |        |    |
| Misfit Curve       | 0        | 0.776            |        |        |            |           |        |    |
| <b>USA</b>         |          |                  |        |        |            |           |        |    |
| Fit Slope          | 0.684    | 0.068            | 0.009  | 0.059  | 0.027 ***  | -0.034 *  | 0.031  |    |
| Fit Curve          | 0.513    | 0.024            |        |        |            |           |        |    |
| Misfit Slope       | 0.76     | 0.104            |        |        |            |           |        |    |
| Misfit Curve       | 0        | 0.092            |        |        |            |           |        |    |
| <b>BRAZIL</b>      |          |                  |        |        |            |           |        |    |
| Fit Slope          | 0.285    | 0.238            | 0.112  | 0.126  | -0.057 *** | -0.167    | 0.078  |    |
| Fit Curve          | 0.205    | -0.146           |        |        |            |           |        |    |
| Misfit Slope       | 0.893    | -0.014           |        |        |            |           |        |    |
| Misfit Curve       | 0.056    | 0.188            |        |        |            |           |        |    |
| <b>GB</b>          |          |                  |        |        |            |           |        |    |
| Fit Slope          | 0.811    | -0.058           | -0.079 | 0.021  | -0.104 *** | 0.158 **  | -0.033 |    |
| Fit Curve          | 0.564    | 0.021            |        |        |            |           |        |    |
| Misfit Slope       | 0.664    | -0.1             |        |        |            |           |        |    |
| Misfit Curve       | 0        | -0.295           |        |        |            |           |        |    |
| <b>NETHERLANDS</b> |          |                  |        |        |            |           |        |    |
| Fit Slope          | 0.741    | 0.087            | 0.062  | 0.025  | -0.112 **  | 0.403 **  | -0.34  |    |
| Fit Curve          | 0.444    | -0.049           |        |        |            |           |        |    |
| Misfit Slope       | 0.985    | 0.037            |        |        |            |           |        |    |
| Misfit Curve       | 0.001    | -0.855           |        |        |            |           |        |    |

Friendly/Helpful (IV) and Loner (DV)

Dep Var: F08RAWFP N: 933 Multiple R: 0.245 Squared multiple R: 0.060

Adjusted squared multiple R: 0.030 Standard error of estimate: 1.167

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.307       | 0.173     | 0        |           | 13.318 | 0         |
| F14XCFP            | -0.17       | 0.126     | -0.17    | 0.065     | -1.346 | 0.179     |
| F14XCFV            | -0.059      | 0.148     | -0.044   | 0.085     | -0.397 | 0.691     |
| D1                 | -0.123      | 0.186     | -0.051   | 0.172     | -0.661 | 0.509     |
| D2                 | 0.059       | 0.243     | 0.016    | 0.242     | 0.241  | 0.809     |
| D3                 | 0.077       | 0.228     | 0.023    | 0.226     | 0.338  | 0.735     |
| D4                 | -0.187      | 0.273     | -0.04    | 0.302     | -0.684 | 0.494     |
| F14XCFP*F14XCFP    | 0.134       | 0.061     | 0.213    | 0.109     | 2.176  | 0.03      |
| F14XCFP*F14XCFV    | -0.251      | 0.1       | -0.246   | 0.108     | -2.505 | 0.012     |
| F14XCFV*F14XCFV    | 0.052       | 0.074     | 0.061    | 0.136     | 0.695  | 0.487     |
| D1*F14XCFP         | 0.146       | 0.134     | 0.109    | 0.103     | 1.087  | 0.277     |
| D1*F14XCFV         | 0.11        | 0.16      | 0.06     | 0.136     | 0.688  | 0.491     |
| D2*F14XCFP         | 0.064       | 0.169     | 0.02     | 0.367     | 0.378  | 0.706     |
| D2*F14XCFV         | 0.176       | 0.197     | 0.048    | 0.366     | 0.892  | 0.373     |
| D3*F14XCFP         | 0.236       | 0.153     | 0.091    | 0.297     | 1.542  | 0.124     |
| D3*F14XCFV         | 0.223       | 0.184     | 0.069    | 0.323     | 1.212  | 0.226     |
| D4*F14XCFP         | 0.051       | 0.193     | 0.013    | 0.461     | 0.264  | 0.792     |
| D4*F14XCFV         | 0.323       | 0.272     | 0.06     | 0.405     | 1.186  | 0.236     |
| D1*F14XCFP*F14XCFP | -0.132      | 0.068     | -0.17    | 0.134     | -1.936 | 0.053     |
| D1*F14XCFP*F14XCFV | 0.21        | 0.111     | 0.154    | 0.155     | 1.884  | 0.06      |
| D1*F14XCFV*F14XCFV | -0.04       | 0.084     | -0.037   | 0.169     | -0.473 | 0.637     |
| D2*F14XCFP*F14XCFP | -0.139      | 0.097     | -0.082   | 0.315     | -1.424 | 0.155     |
| D2*F14XCFP*F14XCFV | 0.21        | 0.173     | 0.056    | 0.481     | 1.209  | 0.227     |
| D2*F14XCFV*F14XCFV | -0.111      | 0.125     | -0.046   | 0.382     | -0.89  | 0.374     |
| D3*F14XCFP*F14XCFP | 0.009       | 0.09      | 0.006    | 0.276     | 0.098  | 0.922     |
| D3*F14XCFP*F14XCFV | 0.092       | 0.138     | 0.04     | 0.3       | 0.672  | 0.502     |
| D3*F14XCFV*F14XCFV | -0.055      | 0.113     | -0.029   | 0.307     | -0.492 | 0.622     |
| D4*F14XCFP*F14XCFP | -0.164      | 0.121     | -0.072   | 0.371     | -1.35  | 0.177     |
| D4*F14XCFP*F14XCFV | 0.253       | 0.228     | 0.063    | 0.328     | 1.111  | 0.267     |
| D4*F14XCFV*F14XCFV | 0.148       | 0.222     | 0.04     | 0.282     | 0.666  | 0.506     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 78.581         | 29  | 2.71        | 1.988   | 0.002 |
| Residual   | 1230.658       | 903 | 1.363       |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 1.676 | 0.060 | 0.002            | 0.022             |

|                    |       |           | Effect Size |        |        |        |        |
|--------------------|-------|-----------|-------------|--------|--------|--------|--------|
|                    | P     | Direction | X           | Y      | X2     | XY     | Y2     |
| <b>JAPAN</b>       |       |           |             |        |        |        |        |
| Fit Slope          | 0.148 | -0.229    | -0.17       | -0.059 | 0.134  | -0.251 | 0.052  |
| Fit Curve          | 0.555 | -0.065    |             |        |        |        |        |
| Misfit Slope       | 0.622 | -0.111    |             |        |        |        |        |
| Misfit Curve       | 0.007 | 0.437     |             |        |        |        |        |
| <b>USA</b>         |       |           |             |        |        |        |        |
| Fit Slope          | 0.135 | 0.027     | -0.024      | 0.051  | 0.002  | -0.041 | 0.012  |
| Fit Curve          | 0.759 | -0.027    |             |        |        |        |        |
| Misfit Slope       | 0.883 | 0.145     |             |        |        |        |        |
| Misfit Curve       | 0.034 | 0.055     |             |        |        |        |        |
| <b>BRAZIL</b>      |       |           |             |        |        |        |        |
| Fit Slope          | 0.259 | 0.011     | -0.106      | 0.117  | -0.005 | -0.041 | -0.059 |
| Fit Curve          | 0.832 | -0.105    |             |        |        |        |        |
| Misfit Slope       | 0.708 | -0.223    |             |        |        |        |        |
| Misfit Curve       | 0.107 | -0.023    |             |        |        |        |        |
| <b>GB</b>          |       |           |             |        |        |        |        |
| Fit Slope          | 0.021 | 0.23      | 0.066       | 0.164  | 0.143  | -0.159 | -0.003 |
| Fit Curve          | 0.754 | -0.019    |             |        |        |        |        |
| Misfit Slope       | 0.961 | -0.098    |             |        |        |        |        |
| Misfit Curve       | 0.562 | 0.299     |             |        |        |        |        |
| <b>NETHERLANDS</b> |       |           |             |        |        |        |        |
| Fit Slope          | 0.158 | 0.145     | -0.119      | 0.264  | -0.03  | 0.002  | 0.2    |
| Fit Curve          | 0.224 | 0.172     |             |        |        |        |        |
| Misfit Slope       | 0.487 | -0.383    |             |        |        |        |        |
| Misfit Curve       | 0.534 | 0.168     |             |        |        |        |        |

**Independent (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.359 Squared multiple R: 0.129

Adjusted squared multiple R: 0.101 Standard error of estimate: 1.299

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.167 | 0.129 | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 3.907       | 0.257     | 0        |           | 15.227 | 0         |
| F11XCFP            | -0.279      | 0.16      | -0.306   | 0.031     | -1.743 | 0.082     |
| F11XCFV            | -0.502      | 0.139     | -0.58    | 0.037     | -3.612 | 0         |
| D1                 | -1.588      | 0.272     | -0.573   | 0.1       | -5.847 | 0         |
| D2                 | -0.86       | 0.332     | -0.201   | 0.16      | -2.587 | 0.01      |
| D3                 | -1.223      | 0.305     | -0.315   | 0.156     | -4.008 | 0         |
| D4                 | -0.938      | 0.426     | -0.174   | 0.154     | -2.203 | 0.028     |
| F11XCFP*F11XCFP    | -0.074      | 0.09      | -0.134   | 0.036     | -0.817 | 0.414     |
| F11XCFP*F11XCFV    | 0.271       | 0.121     | 0.524    | 0.017     | 2.231  | 0.026     |
| F11XCFV*F11XCFV    | -0.088      | 0.074     | -0.186   | 0.04      | -1.192 | 0.234     |
| D1*F11XCFP         | 0.405       | 0.167     | 0.329    | 0.053     | 2.425  | 0.016     |
| D1*F11XCFV         | 0.45        | 0.148     | 0.376    | 0.063     | 3.031  | 0.003     |
| D2*F11XCFP         | 0.807       | 0.198     | 0.337    | 0.141     | 4.07   | 0         |
| D2*F11XCFV         | 0.253       | 0.203     | 0.118    | 0.109     | 1.251  | 0.211     |
| D3*F11XCFP         | 0.501       | 0.183     | 0.208    | 0.166     | 2.736  | 0.006     |
| D3*F11XCFV         | 0.422       | 0.165     | 0.182    | 0.192     | 2.562  | 0.011     |
| D4*F11XCFP         | -0.011      | 0.254     | -0.004   | 0.132     | -0.045 | 0.964     |
| D4*F11XCFV         | 0.421       | 0.243     | 0.135    | 0.158     | 1.731  | 0.084     |
| D1*F11XCFP*F11XCF  | 0.046       | 0.094     | 0.07     | 0.048     | 0.489  | 0.625     |
| D1*F11XCFP*F11XCFV | -0.298      | 0.125     | -0.424   | 0.03      | -2.385 | 0.017     |
| D1*F11XCFV*F11XCF  | 0.105       | 0.079     | 0.186    | 0.05      | 1.334  | 0.182     |
| D2*F11XCFP*F11XCF  | 0.091       | 0.105     | 0.094    | 0.082     | 0.864  | 0.388     |
| D2*F11XCFP*F11XCFV | -0.225      | 0.137     | -0.2     | 0.065     | -1.645 | 0.1       |
| D2*F11XCFV*F11XCF  | -0.023      | 0.095     | -0.028   | 0.069     | -0.238 | 0.812     |
| D3*F11XCFP*F11XCF  | 0.02        | 0.103     | 0.019    | 0.101     | 0.195  | 0.845     |
| D3*F11XCFP*F11XCFV | -0.207      | 0.133     | -0.169   | 0.082     | -1.556 | 0.12      |
| D3*F11XCFV*F11XCF  | 0.086       | 0.089     | 0.087    | 0.118     | 0.966  | 0.334     |
| D4*F11XCFP*F11XCF  | 0.189       | 0.138     | 0.14     | 0.093     | 1.375  | 0.169     |
| D4*F11XCFP*F11XCFV | -0.428      | 0.184     | -0.256   | 0.079     | -2.325 | 0.02      |
| D4*F11XCFV*F11XCF  | 0.15        | 0.116     | 0.103    | 0.149     | 1.284  | 0.199     |

|                    | P     | Direction | X         | Y          | X2     | XY       | Y2     |
|--------------------|-------|-----------|-----------|------------|--------|----------|--------|
| <b>JAPAN</b>       |       |           |           |            |        |          |        |
| Fit Slope          | 0     | -0.781    | -0.279    | -0.502 *** | -0.074 | 0.271 *  | -0.088 |
| Fit Curve          | 0.37  | 0.109     |           |            |        |          |        |
| Misfit Slope       | 0.314 | 0.223     |           |            |        |          |        |
| Misfit Curve       | 0.053 | -0.433    |           |            |        |          |        |
| <b>USA</b>         |       |           |           |            |        |          |        |
| Fit Slope          | 0     | 0.074     | 0.126 *   | -0.052 **  | -0.028 | -0.027 * | 0.017  |
| Fit Curve          | 0.242 | -0.038    |           |            |        |          |        |
| Misfit Slope       | 0.85  | 1.078     |           |            |        |          |        |
| Misfit Curve       | 0.052 | 0.016     |           |            |        |          |        |
| <b>BRAZIL</b>      |       |           |           |            |        |          |        |
| Fit Slope          | 0     | 0.279     | 0.528 *** | -0.249     | 0.017  | 0.046    | -0.111 |
| Fit Curve          | 0.266 | -0.048    |           |            |        |          |        |
| Misfit Slope       | 0.071 | 0.777     |           |            |        |          |        |
| Misfit Curve       | 0.252 | -0.14     |           |            |        |          |        |
| <b>GB</b>          |       |           |           |            |        |          |        |
| Fit Slope          | 0     | 0.142     | 0.222 **  | -0.08 *    | -0.054 | 0.064    | -0.002 |
| Fit Curve          | 0.448 | 0.008     |           |            |        |          |        |
| Misfit Slope       | 0.767 | 0.302     |           |            |        |          |        |
| Misfit Curve       | 0.206 | -0.12     |           |            |        |          |        |
| <b>NETHERLANDS</b> |       |           |           |            |        |          |        |
| Fit Slope          | 0.154 | -0.371    | -0.29     | -0.081     | 0.115  | -0.157 * | 0.062  |
| Fit Curve          | 0.6   | 0.02      |           |            |        |          |        |
| Misfit Slope       | 0.287 | -0.209    |           |            |        |          |        |
| Misfit Curve       | 0.028 | 0.334     |           |            |        |          |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 225.391        | 29  | 7.772       | 4.603   | 0.000 |
| Residual   | 1524.628       | 903 | 1.688       |         |       |
| Hypothesis |                |     |             |         |       |

**Socially Aware (IV) and Team Building (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.322 Squared multiple R: 0.104

Adjusted squared multiple R: 0.075 Standard error of estimate: 0.940

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.018       | 0.159     | 0        |           | 31.467 | 0         |
| F17XCFP            | -0.042      | 0.089     | -0.064   | 0.055     | -0.474 | 0.635     |
| F17XCFV            | 0.004       | 0.113     | 0.005    | 0.042     | 0.034  | 0.973     |
| D1                 | 0.67        | 0.171     | 0.339    | 0.132     | 3.913  | 0         |
| D2                 | 0.829       | 0.212     | 0.271    | 0.205     | 3.902  | 0         |
| D3                 | 0.347       | 0.204     | 0.125    | 0.183     | 1.703  | 0.089     |
| D4                 | 0.649       | 0.225     | 0.169    | 0.288     | 2.879  | 0.004     |
| F17XCFP*F17XCFP    | -0.047      | 0.046     | -0.114   | 0.079     | -1.015 | 0.311     |
| F17XCFP*F17XCFV    | 0.115       | 0.047     | 0.26     | 0.087     | 2.431  | 0.015     |
| F17XCFV*F17XCFV    | -0.034      | 0.061     | -0.078   | 0.051     | -0.559 | 0.576     |
| D1*F17XCFP         | 0.052       | 0.096     | 0.06     | 0.079     | 0.539  | 0.59      |
| D1*F17XCFV         | 0.047       | 0.12      | 0.048    | 0.064     | 0.387  | 0.699     |
| D2*F17XCFP         | -0.102      | 0.121     | -0.045   | 0.339     | -0.841 | 0.401     |
| D2*F17XCFV         | 0.047       | 0.153     | 0.021    | 0.212     | 0.308  | 0.759     |
| D3*F17XCFP         | -0.041      | 0.116     | -0.024   | 0.228     | -0.357 | 0.721     |
| D3*F17XCFV         | -0.098      | 0.142     | -0.053   | 0.171     | -0.689 | 0.491     |
| D4*F17XCFP         | -0.139      | 0.131     | -0.051   | 0.418     | -1.054 | 0.292     |
| D4*F17XCFV         | 0.157       | 0.167     | 0.053    | 0.309     | 0.938  | 0.348     |
| D1*F17XCFP*F17XCFP | 0.053       | 0.051     | 0.116    | 0.081     | 1.046  | 0.296     |
| D1*F17XCFP*F17XCFV | -0.123      | 0.055     | -0.214   | 0.109     | -2.25  | 0.025     |
| D1*F17XCFV*F17XCFV | 0.022       | 0.065     | 0.042    | 0.062     | 0.333  | 0.739     |
| D2*F17XCFP*F17XCFP | 0.002       | 0.069     | 0.002    | 0.277     | 0.036  | 0.971     |
| D2*F17XCFP*F17XCFV | -0.053      | 0.083     | -0.032   | 0.395     | -0.638 | 0.524     |
| D2*F17XCFV*F17XCFV | -0.094      | 0.087     | -0.087   | 0.153     | -1.086 | 0.278     |
| D3*F17XCFP*F17XCFP | 0.048       | 0.066     | 0.057    | 0.161     | 0.722  | 0.47      |
| D3*F17XCFP*F17XCFV | -0.111      | 0.078     | -0.104   | 0.186     | -1.421 | 0.156     |
| D3*F17XCFV*F17XCFV | -0.017      | 0.08      | -0.019   | 0.126     | -0.218 | 0.827     |
| D4*F17XCFP*F17XCFP | -0.037      | 0.068     | -0.031   | 0.3       | -0.54  | 0.59      |
| D4*F17XCFP*F17XCFV | -0.199      | 0.083     | -0.113   | 0.454     | -2.407 | 0.016     |
| D4*F17XCFV*F17XCFV | 0.114       | 0.091     | 0.084    | 0.22      | 1.255  | 0.21      |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 92.495         | 29  | 3.189       | 3.609   | 0.000 |
| Residual   | 798.036        | 903 | 0.884       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.769 | 0.104 | 0.000            | 0.000             |

|                    |              | Effect Size      |        | X      | Y      | X2     | XY     | Y2 |
|--------------------|--------------|------------------|--------|--------|--------|--------|--------|----|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |        |        |        |        |        |    |
| Fit Slope          | 0.691        | -0.038           | -0.042 | 0.004  | -0.047 | 0.115  | -0.034 |    |
| Fit Curve          | 0.58         | 0.034            |        |        |        |        |        |    |
| Misfit Slope       | 0.797        | -0.046           |        |        |        |        |        |    |
| Misfit Curve       | <b>0.045</b> | -0.196           |        |        |        |        |        |    |
| <b>USA</b>         |              |                  |        |        |        |        |        |    |
| Fit Slope          | 0.34         | 0.061            | 0.01   | 0.051  | 0.006  | -0.008 | -0.012 |    |
| Fit Curve          | 0.47         | -0.014           |        |        |        |        |        |    |
| Misfit Slope       | 0.978        | 0.053            |        |        |        |        |        |    |
| Misfit Curve       | 0.076        | 0.002            |        |        |        |        |        |    |
| <b>BRAZIL</b>      |              |                  |        |        |        |        |        |    |
| Fit Slope          | 0.694        | -0.093           | -0.144 | 0.051  | -0.045 | 0.062  | -0.128 |    |
| Fit Curve          | 0.127        | -0.111           |        |        |        |        |        |    |
| Misfit Slope       | 0.532        | -0.195           |        |        |        |        |        |    |
| Misfit Curve       | 0.813        | -0.235           |        |        |        |        |        |    |
| <b>GB</b>          |              |                  |        |        |        |        |        |    |
| Fit Slope          | 0.248        | -0.177           | -0.083 | -0.094 | 0.001  | 0.004  | -0.051 |    |
| Fit Curve          | 0.299        | -0.046           |        |        |        |        |        |    |
| Misfit Slope       | 0.805        | 0.011            |        |        |        |        |        |    |
| Misfit Curve       | 0.377        | -0.054           |        |        |        |        |        |    |
| <b>NETHERLANDS</b> |              |                  |        |        |        |        |        |    |
| Fit Slope          | 0.905        | -0.02            | -0.181 | 0.161  | -0.084 | -0.084 | 0.08   |    |
| Fit Curve          | 0.201        | -0.088           |        |        |        |        |        |    |
| Misfit Slope       | 0.252        | -0.342           |        |        |        |        |        |    |
| Misfit Curve       | 0.077        | 0.08             |        |        |        |        |        |    |

**Socially Aware (IV) and Elitist/Individualistic (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.373 Squared multiple R: 0.139

Adjusted squared multiple R: 0.111 Standard error of estimate: 1.079

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.793       | 0.183     | 0        |           | 15.253 | 0         |
| F17XCFP            | -0.077      | 0.102     | -0.099   | 0.055     | -0.755 | 0.45      |
| F17XCFV            | 0.132       | 0.13      | 0.153    | 0.042     | 1.012  | 0.312     |
| D1                 | -0.618      | 0.197     | -0.267   | 0.132     | -3.142 | 0.002     |
| D2                 | 0.402       | 0.244     | 0.113    | 0.205     | 1.65   | 0.099     |
| D3                 | -0.514      | 0.234     | -0.158   | 0.183     | -2.194 | 0.028     |
| D4                 | 0.015       | 0.259     | 0.003    | 0.288     | 0.057  | 0.955     |
| F17XCFP*F17XCFP    | 0.094       | 0.053     | 0.193    | 0.079     | 1.76   | 0.079     |
| F17XCFP*F17XCFV    | -0.153      | 0.054     | -0.293   | 0.087     | -2.799 | 0.005     |
| F17XCFV*F17XCFV    | 0.085       | 0.07      | 0.168    | 0.051     | 1.226  | 0.22      |
| D1*F17XCFP         | 0.078       | 0.111     | 0.077    | 0.079     | 0.707  | 0.48      |
| D1*F17XCFV         | -0.164      | 0.138     | -0.144   | 0.064     | -1.186 | 0.236     |
| D2*F17XCFP         | 0.205       | 0.139     | 0.078    | 0.339     | 1.476  | 0.14      |
| D2*F17XCFV         | -0.435      | 0.175     | -0.166   | 0.212     | -2.479 | 0.013     |
| D3*F17XCFP         | 0.069       | 0.133     | 0.034    | 0.228     | 0.523  | 0.601     |
| D3*F17XCFV         | -0.083      | 0.163     | -0.038   | 0.171     | -0.506 | 0.613     |
| D4*F17XCFP         | 0.107       | 0.151     | 0.034    | 0.418     | 0.708  | 0.479     |
| D4*F17XCFV         | -0.303      | 0.192     | -0.087   | 0.309     | -1.574 | 0.116     |
| D1*F17XCFP*F17XCFP | -0.076      | 0.058     | -0.141   | 0.081     | -1.301 | 0.194     |
| D1*F17XCFP*F17XCFV | 0.183       | 0.063     | 0.273    | 0.109     | 2.923  | 0.004     |
| D1*F17XCFV*F17XCFV | -0.111      | 0.074     | -0.184   | 0.062     | -1.49  | 0.136     |
| D2*F17XCFP*F17XCFP | -0.155      | 0.079     | -0.115   | 0.277     | -1.956 | 0.051     |
| D2*F17XCFP*F17XCFV | 0.217       | 0.095     | 0.112    | 0.395     | 2.27   | 0.023     |
| D2*F17XCFV*F17XCFV | -0.132      | 0.1       | -0.105   | 0.153     | -1.33  | 0.184     |
| D3*F17XCFP*F17XCFP | -0.068      | 0.076     | -0.069   | 0.161     | -0.898 | 0.37      |
| D3*F17XCFP*F17XCFV | 0.078       | 0.09      | 0.062    | 0.186     | 0.869  | 0.385     |
| D3*F17XCFV*F17XCFV | 0.037       | 0.092     | 0.035    | 0.126     | 0.404  | 0.686     |
| D4*F17XCFP*F17XCFP | -0.164      | 0.078     | -0.118   | 0.3       | -2.096 | 0.036     |
| D4*F17XCFP*F17XCFV | 0.325       | 0.095     | 0.157    | 0.454     | 3.428  | 0.001     |
| D4*F17XCFV*F17XCFV | -0.062      | 0.104     | -0.039   | 0.22      | -0.59  | 0.555     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 169.706        | 29  | 5.852       | 5.023   | 0.000 |
| Residual   | 1052.105       | 903 | 1.165       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 5.758 | 0.139 | 0.000            | 0.000             |

|                    | Effect Size  |           | X      | Y        | X2      | XY        | Y2     |
|--------------------|--------------|-----------|--------|----------|---------|-----------|--------|
|                    | P            | Direction |        |          |         |           |        |
| <b>JAPAN</b>       |              |           |        |          |         |           |        |
| Fit Slope          | 0.626        | 0.055     | -0.077 | 0.132    | 0.094   | -0.153 ** | 0.085  |
| Fit Curve          | 0.712        | 0.026     |        |          |         |           |        |
| Misfit Slope       | 0.31         | -0.209    |        |          |         |           |        |
| Misfit Curve       | <b>0.003</b> | 0.332     |        |          |         |           |        |
| <b>USA</b>         |              |           |        |          |         |           |        |
| Fit Slope          | 0.469        | -0.031    | 0.001  | -0.032   | 0.018   | 0.03 **   | -0.026 |
| Fit Curve          | 0.965        | 0.022     |        |          |         |           |        |
| Misfit Slope       | 0.273        | -0.295    |        |          |         |           |        |
| Misfit Curve       | <b>0.004</b> | -0.038    |        |          |         |           |        |
| <b>BRAZIL</b>      |              |           |        |          |         |           |        |
| Fit Slope          | 0.152        | -0.175    | 0.128  | -0.303 * | -0.061  | 0.064 *   | -0.047 |
| Fit Curve          | 0.517        | -0.044    |        |          |         |           |        |
| Misfit Slope       | <b>0.019</b> | 0.431     |        |          |         |           |        |
| Misfit Curve       | <b>0.007</b> | -0.172    |        |          |         |           |        |
| <b>GB</b>          |              |           |        |          |         |           |        |
| Fit Slope          | 0.924        | 0.041     | -0.008 | 0.049    | 0.026   | -0.075    | 0.122  |
| Fit Curve          | 0.599        | 0.073     |        |          |         |           |        |
| Misfit Slope       | 0.564        | -0.057    |        |          |         |           |        |
| Misfit Curve       | 0.553        | 0.223     |        |          |         |           |        |
| <b>NETHERLANDS</b> |              |           |        |          |         |           |        |
| Fit Slope          | 0.274        | -0.141    | 0.03   | -0.171   | -0.07 * | 0.172 **  | 0.023  |
| Fit Curve          | 0.361        | 0.125     |        |          |         |           |        |
| Misfit Slope       | 0.167        | 0.201     |        |          |         |           |        |
| Misfit Curve       | <b>0.002</b> | -0.219    |        |          |         |           |        |



**Socially aware (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.279 Squared multiple R: 0.078

Adjusted squared multiple R: 0.048 Standard error of estimate: 1.282

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.373       | 0.217     | 0        |           | 10.914 | 0         |
| F17XCFP            | -0.011      | 0.122     | -0.012   | 0.055     | -0.087 | 0.93      |
| F17XCFV            | 0.156       | 0.154     | 0.158    | 0.042     | 1.012  | 0.312     |
| D1                 | -0.046      | 0.233     | -0.017   | 0.132     | -0.198 | 0.843     |
| D2                 | 0.736       | 0.29      | 0.179    | 0.205     | 2.543  | 0.011     |
| D3                 | 0.215       | 0.278     | 0.058    | 0.183     | 0.775  | 0.439     |
| D4                 | 0.122       | 0.307     | 0.024    | 0.288     | 0.397  | 0.691     |
| F17XCFP*F17XCFP    | 0.071       | 0.063     | 0.128    | 0.079     | 1.128  | 0.26      |
| F17XCFP*F17XCFV    | -0.173      | 0.065     | -0.289   | 0.087     | -2.667 | 0.008     |
| F17XCFV*F17XCFV    | 0.167       | 0.083     | 0.287    | 0.051     | 2.021  | 0.044     |
| D1*F17XCFP         | 0.006       | 0.131     | 0.005    | 0.079     | 0.044  | 0.965     |
| D1*F17XCFV         | -0.153      | 0.164     | -0.118   | 0.064     | -0.935 | 0.35      |
| D2*F17XCFP         | 0.102       | 0.165     | 0.034    | 0.339     | 0.62   | 0.535     |
| D2*F17XCFV         | -0.343      | 0.208     | -0.114   | 0.212     | -1.648 | 0.1       |
| D3*F17XCFP         | -0.048      | 0.158     | -0.02    | 0.228     | -0.305 | 0.76      |
| D3*F17XCFV         | -0.059      | 0.194     | -0.024   | 0.171     | -0.307 | 0.759     |
| D4*F17XCFP         | 0.238       | 0.179     | 0.066    | 0.418     | 1.33   | 0.184     |
| D4*F17XCFV         | -0.463      | 0.228     | -0.117   | 0.309     | -2.028 | 0.043     |
| D1*F17XCFP*F17XCFP | -0.044      | 0.069     | -0.071   | 0.081     | -0.63  | 0.529     |
| D1*F17XCFP*F17XCFV | 0.147       | 0.074     | 0.191    | 0.109     | 1.974  | 0.049     |
| D1*F17XCFV*F17XCFV | -0.194      | 0.088     | -0.281   | 0.062     | -2.2   | 0.028     |
| D2*F17XCFP*F17XCFP | 0.013       | 0.094     | 0.008    | 0.277     | 0.138  | 0.89      |
| D2*F17XCFP*F17XCFV | 0.163       | 0.113     | 0.073    | 0.395     | 1.441  | 0.15      |
| D2*F17XCFV*F17XCFV | -0.27       | 0.118     | -0.186   | 0.153     | -2.283 | 0.023     |
| D3*F17XCFP*F17XCFP | -0.099      | 0.09      | -0.087   | 0.161     | -1.091 | 0.275     |
| D3*F17XCFP*F17XCFV | 0.168       | 0.107     | 0.116    | 0.186     | 1.57   | 0.117     |
| D3*F17XCFV*F17XCFV | -0.071      | 0.109     | -0.058   | 0.126     | -0.649 | 0.517     |
| D4*F17XCFP*F17XCFP | -0.077      | 0.093     | -0.048   | 0.3       | -0.824 | 0.41      |
| D4*F17XCFP*F17XCFV | 0.406       | 0.113     | 0.171    | 0.454     | 3.602  | 0         |
| D4*F17XCFV*F17XCFV | -0.331      | 0.124     | -0.182   | 0.22      | -2.673 | 0.008     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 125.231        | 29  | 4.318       | 2.629   | 0.000 |
| Residual   | 1483.15        | 903 | 1.642       |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 2.997 | 0.078 | 0.000            | 0.000             |

|                    |       | Effect Size |        | X        | Y      | X2        | XY     | Y2 |
|--------------------|-------|-------------|--------|----------|--------|-----------|--------|----|
| JAPAN              | P     | Direction   |        |          |        |           |        |    |
| Fit Slope          | 0.271 | 0.145       | -0.011 | 0.156    | 0.071  | -0.173 ** | 0.167  |    |
| Fit Curve          | 0.439 | 0.065       |        |          |        |           |        |    |
| Misfit Slope       | 0.495 | -0.167      |        |          |        |           |        |    |
| Misfit Curve       | 0.002 | 0.411       |        |          |        |           |        |    |
| <b>USA</b>         |       |             |        |          |        |           |        |    |
| Fit Slope          | 0.294 | -0.002      | -0.005 | 0.003    | 0.027  | -0.026 *  | -0.027 |    |
| Fit Curve          | 0.318 | -0.026      |        |          |        |           |        |    |
| Misfit Slope       | 0.543 | -0.314      |        |          |        |           |        |    |
| Misfit Curve       | 0.011 | 0.026       |        |          |        |           |        |    |
| <b>BRAZIL</b>      |       |             |        |          |        |           |        |    |
| Fit Slope          | 0.205 | -0.096      | 0.091  | -0.187   | 0.084  | -0.01     | -0.103 |    |
| Fit Curve          | 0.467 | -0.029      |        |          |        |           |        |    |
| Misfit Slope       | 0.17  | 0.278       |        |          |        |           |        |    |
| Misfit Curve       | 0.06  | -0.009      |        |          |        |           |        |    |
| <b>GB</b>          |       |             |        |          |        |           |        |    |
| Fit Slope          | 0.512 | 0.038       | -0.059 | 0.097    | -0.028 | -0.005    | 0.096  |    |
| Fit Curve          | 0.987 | 0.063       |        |          |        |           |        |    |
| Misfit Slope       | 0.971 | -0.156      |        |          |        |           |        |    |
| Misfit Curve       | 0.124 | 0.073       |        |          |        |           |        |    |
| <b>NETHERLANDS</b> |       |             |        |          |        |           |        |    |
| Fit Slope          | 0.29  | -0.08       | 0.227  | -0.307 * | -0.006 | 0.233 *** | -0.164 |    |
| Fit Curve          | 0.991 | 0.063       |        |          |        |           |        |    |
| Misfit Slope       | 0.046 | 0.534       |        |          |        |           |        |    |
| Misfit Curve       | 0     | -0.403      |        |          |        |           |        |    |

Unreliable/Unintelligent (IV) and Integrity (DV)

Dep Var: F03RAWFP N: 933 Multiple R: 0.348 Squared multiple R: 0.121

Adjusted squared multiple R: 0.093 Standard error of estimate: 0.927

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.822       | 0.124     | 0        |           | 46.929 | 0         |
| F10XCFP            | -0.32       | 0.16      | -0.263   | 0.056     | -2.001 | 0.046     |
| F10XCFV            | -0.025      | 0.234     | -0.014   | 0.052     | -0.105 | 0.917     |
| D1                 | 0.267       | 0.135     | 0.136    | 0.208     | 1.987  | 0.047     |
| D2                 | 0.013       | 0.183     | 0.004    | 0.27      | 0.072  | 0.942     |
| D3                 | -0.149      | 0.166     | -0.054   | 0.27      | -0.899 | 0.369     |
| D4                 | 0.334       | 0.21      | 0.087    | 0.323     | 1.591  | 0.112     |
| F10XCFP*F10XCFP    | -0.029      | 0.06      | -0.039   | 0.155     | -0.487 | 0.627     |
| F10XCFP*F10XCFV    | 0.234       | 0.182     | 0.131    | 0.093     | 1.281  | 0.2       |
| F10XCFV*F10XCFV    | -0.321      | 0.182     | -0.18    | 0.093     | -1.763 | 0.078     |
| D1*F10XCFP         | 0.346       | 0.17      | 0.199    | 0.102     | 2.035  | 0.042     |
| D1*F10XCFV         | 0.027       | 0.245     | 0.012    | 0.083     | 0.108  | 0.914     |
| D2*F10XCFP         | 0.519       | 0.207     | 0.133    | 0.346     | 2.512  | 0.012     |
| D2*F10XCFV         | -0.228      | 0.296     | -0.043   | 0.307     | -0.771 | 0.441     |
| D3*F10XCFP         | 0.084       | 0.202     | 0.023    | 0.308     | 0.417  | 0.677     |
| D3*F10XCFV         | 0.087       | 0.277     | 0.019    | 0.256     | 0.314  | 0.753     |
| D4*F10XCFP         | 0.413       | 0.253     | 0.09     | 0.32      | 1.631  | 0.103     |
| D4*F10XCFV         | -0.2        | 0.348     | -0.031   | 0.341     | -0.573 | 0.567     |
| D1*F10XCFP*F10XCFP | 0.015       | 0.077     | 0.011    | 0.32      | 0.193  | 0.847     |
| D1*F10XCFP*F10XCFV | -0.33       | 0.205     | -0.119   | 0.178     | -1.612 | 0.107     |
| D1*F10XCFV*F10XCFV | 0.409       | 0.197     | 0.191    | 0.115     | 2.072  | 0.039     |
| D2*F10XCFP*F10XCFP | 0.388       | 0.171     | 0.108    | 0.433     | 2.273  | 0.023     |
| D2*F10XCFP*F10XCFV | -0.351      | 0.332     | -0.047   | 0.497     | -1.057 | 0.291     |
| D2*F10XCFV*F10XCFV | 0.383       | 0.272     | 0.074    | 0.355     | 1.41   | 0.159     |
| D3*F10XCFP*F10XCFP | 0.037       | 0.149     | 0.012    | 0.443     | 0.248  | 0.804     |
| D3*F10XCFP*F10XCFV | -0.169      | 0.267     | -0.031   | 0.401     | -0.635 | 0.526     |
| D3*F10XCFV*F10XCFV | 0.513       | 0.244     | 0.121    | 0.294     | 2.103  | 0.036     |
| D4*F10XCFP*F10XCFP | 0.151       | 0.173     | 0.045    | 0.374     | 0.874  | 0.383     |
| D4*F10XCFP*F10XCFV | 0.141       | 0.424     | 0.017    | 0.369     | 0.332  | 0.74      |
| D4*F10XCFV*F10XCFV | -0.054      | 0.366     | -0.008   | 0.361     | -0.148 | 0.882     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 106.65         | 29  | 3.678       | 4.278   | 0.000 |
| Residual   | 776.318        | 903 | 0.86        |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.667 | 0.121 | 0.000            | 0.000             |

|                    | Effect Size  |                  | X       | Y      | X2      | XY     | Y2     |
|--------------------|--------------|------------------|---------|--------|---------|--------|--------|
| <b>JAPAN</b>       | <b>P</b>     | <b>Direction</b> |         |        |         |        |        |
| Fit Slope          | 0.134        | -0.345           | -0.32 * | -0.025 | -0.029  | 0.234  | -0.321 |
| Fit Curve          | 0.59         | -0.116           |         |        |         |        |        |
| Misfit Slope       | 0.369        | -0.295           |         |        |         |        |        |
| Misfit Curve       | <b>0.043</b> | -0.584           |         |        |         |        |        |
| <b>USA</b>         |              |                  |         |        |         |        |        |
| Fit Slope          | 0.129        | 0.028            | 0.026 * | 0.002  | -0.014  | -0.096 | 0.088  |
| Fit Curve          | 0.699        | -0.022           |         |        |         |        |        |
| Misfit Slope       | 0.354        | 0.078            |         |        |         |        |        |
| Misfit Curve       | <b>0.02</b>  | 0.17             |         |        |         |        |        |
| <b>BRAZIL</b>      |              |                  |         |        |         |        |        |
| Fit Slope          | 0.323        | -0.054           | 0.199 * | -0.253 | 0.359 * | -0.117 | 0.062  |
| Fit Curve          | 0.25         | 0.304            |         |        |         |        |        |
| Misfit Slope       | 0.073        | 0.452            |         |        |         |        |        |
| Misfit Curve       | <b>0.041</b> | 0.538            |         |        |         |        |        |
| <b>GB</b>          |              |                  |         |        |         |        |        |
| Fit Slope          | 0.546        | -0.174           | -0.236  | 0.062  | 0.008   | 0.065  | 0.192  |
| Fit Curve          | 0.213        | 0.265            |         |        |         |        |        |
| Misfit Slope       | 0.994        | -0.298           |         |        |         |        |        |
| Misfit Curve       | 0.106        | 0.135            |         |        |         |        |        |
| <b>NETHERLANDS</b> |              |                  |         |        |         |        |        |
| Fit Slope          | 0.506        | -0.132           | 0.093   | -0.225 | 0.122   | 0.375  | -0.375 |
| Fit Curve          | 0.556        | 0.122            |         |        |         |        |        |
| Misfit Slope       | 0.237        | 0.318            |         |        |         |        |        |
| Misfit Curve       | 0.953        | -0.628           |         |        |         |        |        |

Unreliable/Unintelligent (IV) and Elitist/Individualistic (DV)

Dep Var: F16RAWFP N: 933 Multiple R: 0.400 Squared multiple R: 0.160

Adjusted squared multiple R: 0.133 Standard error of estimate: 1.066

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.786       | 0.143     | 0        |           | 19.533 | 0         |
| F10XCFP            | -0.112      | 0.184     | -0.078   | 0.056     | -0.61  | 0.542     |
| F10XCFV            | 0.345       | 0.27      | 0.171    | 0.052     | 1.279  | 0.201     |
| D1                 | -0.604      | 0.155     | -0.261   | 0.208     | -3.904 | 0         |
| D2                 | 0.324       | 0.21      | 0.091    | 0.27      | 1.544  | 0.123     |
| D3                 | -0.237      | 0.19      | -0.073   | 0.27      | -1.242 | 0.214     |
| D4                 | 0.086       | 0.241     | 0.019    | 0.323     | 0.357  | 0.721     |
| F10XCFP*F10XCFP    | 0.154       | 0.069     | 0.171    | 0.155     | 2.217  | 0.027     |
| F10XCFP*F10XCFV    | -0.431      | 0.21      | -0.206   | 0.093     | -2.058 | 0.04      |
| F10XCFV*F10XCFV    | 0.139       | 0.21      | 0.066    | 0.093     | 0.665  | 0.506     |
| D1*F10XCFP         | 0.053       | 0.195     | 0.026    | 0.102     | 0.27   | 0.787     |
| D1*F10XCFV         | -0.248      | 0.282     | -0.093   | 0.083     | -0.88  | 0.379     |
| D2*F10XCFP         | 0.171       | 0.238     | 0.037    | 0.346     | 0.718  | 0.473     |
| D2*F10XCFV         | -0.199      | 0.34      | -0.032   | 0.307     | -0.587 | 0.557     |
| D3*F10XCFP         | 0.278       | 0.232     | 0.066    | 0.308     | 1.201  | 0.23      |
| D3*F10XCFV         | -0.632      | 0.319     | -0.12    | 0.256     | -1.983 | 0.048     |
| D4*F10XCFP         | -0.242      | 0.291     | -0.045   | 0.32      | -0.833 | 0.405     |
| D4*F10XCFV         | -0.248      | 0.401     | -0.032   | 0.341     | -0.619 | 0.536     |
| D1*F10XCFP*F10XCFP | -0.156      | 0.089     | -0.095   | 0.32      | -1.759 | 0.079     |
| D1*F10XCFP*F10XCFV | 0.52        | 0.235     | 0.16     | 0.178     | 2.209  | 0.027     |
| D1*F10XCFV*F10XCFV | -0.065      | 0.227     | -0.026   | 0.115     | -0.288 | 0.773     |
| D2*F10XCFP*F10XCFP | -0.158      | 0.196     | -0.037   | 0.433     | -0.806 | 0.42      |
| D2*F10XCFP*F10XCFV | 0.026       | 0.382     | 0.003    | 0.497     | 0.069  | 0.945     |
| D2*F10XCFV*F10XCFV | 0.097       | 0.312     | 0.016    | 0.355     | 0.312  | 0.755     |
| D3*F10XCFP*F10XCFP | -0.325      | 0.171     | -0.087   | 0.443     | -1.898 | 0.058     |
| D3*F10XCFP*F10XCFV | 0.392       | 0.307     | 0.062    | 0.401     | 1.277  | 0.202     |
| D3*F10XCFV*F10XCFV | -0.09       | 0.281     | -0.018   | 0.294     | -0.321 | 0.748     |
| D4*F10XCFP*F10XCFP | -0.316      | 0.198     | -0.079   | 0.374     | -1.592 | 0.112     |
| D4*F10XCFP*F10XCFV | -0.128      | 0.487     | -0.013   | 0.369     | -0.262 | 0.793     |
| D4*F10XCFV*F10XCFV | 0.48        | 0.421     | 0.058    | 0.361     | 1.14   | 0.255     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 195.397        | 29  | 6.738       | 5.928   | 0.000 |
| Residual   | 1026.414       | 903 | 1.137       |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 5.827 | 0.160 | 0.000            | 0.000             |

|                    | Effect Size  |           | X      | Y        | X2      | XY       | Y2    |
|--------------------|--------------|-----------|--------|----------|---------|----------|-------|
|                    | P            | Direction |        |          |         |          |       |
| <b>JAPAN</b>       |              |           |        |          |         |          |       |
| Fit Slope          | 0.379        | 0.233     | -0.112 | 0.345    | 0.154 * | -0.431 * | 0.139 |
| Fit Curve          | 0.581        | -0.138    |        |          |         |          |       |
| Misfit Slope       | 0.228        | -0.457    |        |          |         |          |       |
| Misfit Curve       | <b>0.029</b> | 0.724     |        |          |         |          |       |
| <b>USA</b>         |              |           |        |          |         |          |       |
| Fit Slope          | 0.486        | 0.038     | -0.059 | 0.097    | -0.002  | 0.089 *  | 0.074 |
| Fit Curve          | 0.284        | 0.161     |        |          |         |          |       |
| Misfit Slope       | 0.447        | -0.652    |        |          |         |          |       |
| Misfit Curve       | <b>0.046</b> | -0.017    |        |          |         |          |       |
| <b>BRAZIL</b>      |              |           |        |          |         |          |       |
| Fit Slope          | 0.933        | 0.205     | 0.059  | 0.146    | -0.004  | -0.405   | 0.236 |
| Fit Curve          | 0.934        | -0.173    |        |          |         |          |       |
| Misfit Slope       | 0.439        | -0.087    |        |          |         |          |       |
| Misfit Curve       | 0.89         | 0.637     |        |          |         |          |       |
| <b>GB</b>          |              |           |        |          |         |          |       |
| Fit Slope          | 0.278        | -0.121    | 0.166  | -0.287 * | -0.171  | -0.039   | 0.049 |
| Fit Curve          | 0.947        | -0.161    |        |          |         |          |       |
| Misfit Slope       | <b>0.044</b> | 0.453     |        |          |         |          |       |
| Misfit Curve       | 0.115        | -0.083    |        |          |         |          |       |
| <b>NETHERLANDS</b> |              |           |        |          |         |          |       |
| Fit Slope          | 0.184        | -0.257    | -0.354 | 0.097    | -0.162  | -0.559   | 0.619 |
| Fit Curve          | 0.937        | -0.102    |        |          |         |          |       |
| Misfit Slope       | 0.993        | -0.451    |        |          |         |          |       |
| Misfit Curve       | 0.737        | 1.016     |        |          |         |          |       |

Unreliable/Unintelligent (IV) and Autocratic (DV)

Dep Var: F05RAWFP N: 933 Multiple R: 0.354 Squared multiple R: 0.126

Adjusted squared multiple R: 0.098 Standard error of estimate: 1.248

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.278       | 0.167     | 0        |           | 13.642 | 0         |
| F10XCFP            | 0.053       | 0.215     | 0.032    | 0.056     | 0.245  | 0.806     |
| F10XCFV            | 0.149       | 0.316     | 0.064    | 0.052     | 0.472  | 0.637     |
| D1                 | -0.033      | 0.181     | -0.013   | 0.208     | -0.184 | 0.854     |
| D2                 | 0.859       | 0.246     | 0.209    | 0.27      | 3.494  | 0         |
| D3                 | 0.473       | 0.223     | 0.127    | 0.27      | 2.124  | 0.034     |
| D4                 | 0.027       | 0.283     | 0.005    | 0.323     | 0.097  | 0.923     |
| F10XCFP*F10XCFP    | 0.169       | 0.081     | 0.165    | 0.155     | 2.087  | 0.037     |
| F10XCFP*F10XCFV    | -0.37       | 0.245     | -0.154   | 0.093     | -1.508 | 0.132     |
| F10XCFV*F10XCFV    | 0.349       | 0.245     | 0.145    | 0.093     | 1.422  | 0.156     |
| D1*F10XCFP         | -0.231      | 0.229     | -0.098   | 0.102     | -1.011 | 0.312     |
| D1*F10XCFV         | -0.269      | 0.33      | -0.088   | 0.083     | -0.814 | 0.416     |
| D2*F10XCFP         | -0.286      | 0.278     | -0.054   | 0.346     | -1.027 | 0.305     |
| D2*F10XCFV         | -0.089      | 0.398     | -0.013   | 0.307     | -0.224 | 0.823     |
| D3*F10XCFP         | 0.321       | 0.271     | 0.066    | 0.308     | 1.183  | 0.237     |
| D3*F10XCFV         | -0.45       | 0.373     | -0.074   | 0.256     | -1.206 | 0.228     |
| D4*F10XCFP         | -0.572      | 0.341     | -0.092   | 0.32      | -1.679 | 0.093     |
| D4*F10XCFV         | 0.035       | 0.469     | 0.004    | 0.341     | 0.074  | 0.941     |
| D1*F10XCFP*F10XCFP | -0.051      | 0.104     | -0.027   | 0.32      | -0.493 | 0.622     |
| D1*F10XCFP*F10XCFV | 0.47        | 0.276     | 0.126    | 0.178     | 1.706  | 0.088     |
| D1*F10XCFV*F10XCFV | -0.366      | 0.266     | -0.126   | 0.115     | -1.377 | 0.169     |
| D2*F10XCFP*F10XCFP | -0.283      | 0.23      | -0.058   | 0.433     | -1.234 | 0.218     |
| D2*F10XCFP*F10XCFV | 0.16        | 0.447     | 0.016    | 0.497     | 0.358  | 0.72      |
| D2*F10XCFV*F10XCFV | -0.029      | 0.366     | -0.004   | 0.355     | -0.08  | 0.936     |
| D3*F10XCFP*F10XCFP | -0.23       | 0.2       | -0.054   | 0.443     | -1.149 | 0.251     |
| D3*F10XCFP*F10XCFV | 0.137       | 0.359     | 0.019    | 0.401     | 0.38   | 0.704     |
| D3*F10XCFV*F10XCFV | -0.346      | 0.328     | -0.061   | 0.294     | -1.055 | 0.292     |
| D4*F10XCFP*F10XCFP | 0.023       | 0.232     | 0.005    | 0.374     | 0.099  | 0.921     |
| D4*F10XCFP*F10XCFV | -0.891      | 0.571     | -0.08    | 0.369     | -1.562 | 0.119     |
| D4*F10XCFV*F10XCFV | 0.423       | 0.493     | 0.044    | 0.361     | 0.858  | 0.391     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 202.065        | 29  | 6.968       | 4.474   | 0.000 |
| Residual   | 1406.316       | 903 | 1.557       |         |       |
| Hypothesis |                |     |             |         |       |

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.601 | 0.126 | 0.000            | 0.000             |

|                    |       |           | Effect Size |        |        |        |        |
|--------------------|-------|-----------|-------------|--------|--------|--------|--------|
|                    | P     | Direction | X           | Y      | X2     | XY     | Y2     |
| <b>JAPAN</b>       |       |           |             |        |        |        |        |
| Fit Slope          | 0.514 | 0.202     | 0.053       | 0.149  | 0.169  | -0.37  | 0.349  |
| Fit Curve          | 0.612 | 0.148     |             |        |        |        |        |
| Misfit Slope       | 0.828 | -0.096    |             |        |        |        |        |
| Misfit Curve       | 0.022 | 0.888     |             |        |        |        |        |
| <b>USA</b>         |       |           |             |        |        |        |        |
| Fit Slope          | 0.129 | -0.298    | -0.178      | -0.12  | 0.118  | 0.1    | -0.017 |
| Fit Curve          | 0.87  | 0.201     |             |        |        |        |        |
| Misfit Slope       | 0.935 | -0.596    |             |        |        |        |        |
| Misfit Curve       | 0.041 | 0.001     |             |        |        |        |        |
| <b>BRAZIL</b>      |       |           |             |        |        |        |        |
| Fit Slope          | 0.345 | -0.173    | -0.233      | 0.06   | -0.114 | -0.21  | 0.32   |
| Fit Curve          | 0.756 | -0.004    |             |        |        |        |        |
| Misfit Slope       | 0.726 | -0.293    |             |        |        |        |        |
| Misfit Curve       | 0.523 | 0.416     |             |        |        |        |        |
| <b>GB</b>          |       |           |             |        |        |        |        |
| Fit Slope          | 0.736 | 0.073     | 0.374       | -0.301 | -0.061 | -0.233 | 0.003  |
| Fit Curve          | 0.284 | -0.291    |             |        |        |        |        |
| Misfit Slope       | 0.146 | 0.675     |             |        |        |        |        |
| Misfit Curve       | 0.233 | 0.175     |             |        |        |        |        |
| <b>NETHERLANDS</b> |       |           |             |        |        |        |        |
| Fit Slope          | 0.214 | -0.335    | -0.519      | 0.184  | 0.192  | -1.261 | 0.772  |
| Fit Curve          | 0.411 | -0.297    |             |        |        |        |        |
| Misfit Slope       | 0.384 | -0.703    |             |        |        |        |        |
| Misfit Curve       | 0.189 | 2.225     |             |        |        |        |        |

Elitist/Individualistic (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.292 Squared multiple R: 0.085

Adjusted squared multiple R: 0.056 Standard error of estimate: 1.332

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 2.859 | 0.085 | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.723       | 0.205     | 0        |           | 13.296 | 0         |
| F16XCFP            | -0.15       | 0.194     | -0.125   | 0.039     | -0.774 | 0.439     |
| F16XCFV            | 0.228       | 0.193     | 0.153    | 0.06      | 1.181  | 0.238     |
| D1                 | -0.375      | 0.221     | -0.135   | 0.16      | -1.701 | 0.089     |
| D2                 | 0.23        | 0.283     | 0.054    | 0.232     | 0.812  | 0.417     |
| D3                 | -0.09       | 0.267     | -0.023   | 0.214     | -0.336 | 0.737     |
| D4                 | -0.121      | 0.311     | -0.022   | 0.303     | -0.388 | 0.698     |
| F16XCFP*F16XCFP    | 0.16        | 0.064     | 0.266    | 0.091     | 2.518  | 0.012     |
| F16XCFP*F16XCFV    | -0.164      | 0.131     | -0.143   | 0.076     | -1.245 | 0.213     |
| F16XCFV*F16XCFV    | 0.281       | 0.144     | 0.266    | 0.055     | 1.949  | 0.052     |
| D1*F16XCFP         | 0.21        | 0.209     | 0.129    | 0.062     | 1.005  | 0.315     |
| D1*F16XCFV         | -0.159      | 0.209     | -0.08    | 0.092     | -0.76  | 0.447     |
| D2*F16XCFP         | -0.037      | 0.245     | -0.01    | 0.209     | -0.15  | 0.881     |
| D2*F16XCFV         | -0.342      | 0.253     | -0.077   | 0.312     | -1.351 | 0.177     |
| D3*F16XCFP         | 0.206       | 0.248     | 0.061    | 0.185     | 0.831  | 0.406     |
| D3*F16XCFV         | -0.283      | 0.249     | -0.077   | 0.219     | -1.137 | 0.256     |
| D4*F16XCFP         | 0.22        | 0.313     | 0.049    | 0.206     | 0.703  | 0.482     |
| D4*F16XCFV         | -0.255      | 0.303     | -0.047   | 0.331     | -0.843 | 0.399     |
| D1*F16XCFP*F16XCFP | -0.163      | 0.074     | -0.204   | 0.118     | -2.206 | 0.028     |
| D1*F16XCFP*F16XCFV | 0.129       | 0.145     | 0.083    | 0.116     | 0.89   | 0.374     |
| D1*F16XCFV*F16XCFV | -0.273      | 0.156     | -0.197   | 0.08      | -1.746 | 0.081     |
| D2*F16XCFP*F16XCFP | -0.274      | 0.118     | -0.139   | 0.281     | -2.322 | 0.02      |
| D2*F16XCFP*F16XCFV | 0.249       | 0.186     | 0.065    | 0.431     | 1.341  | 0.18      |
| D2*F16XCFV*F16XCFV | -0.356      | 0.192     | -0.121   | 0.238     | -1.857 | 0.064     |
| D3*F16XCFP*F16XCFP | -0.19       | 0.115     | -0.102   | 0.267     | -1.652 | 0.099     |
| D3*F16XCFP*F16XCFV | 0.282       | 0.195     | 0.1      | 0.214     | 1.45   | 0.147     |
| D3*F16XCFV*F16XCFV | -0.249      | 0.185     | -0.125   | 0.118     | -1.348 | 0.178     |
| D4*F16XCFP*F16XCFP | -0.099      | 0.156     | -0.046   | 0.194     | -0.633 | 0.527     |
| D4*F16XCFP*F16XCFV | -0.084      | 0.198     | -0.021   | 0.404     | -0.426 | 0.67      |
| D4*F16XCFV*F16XCFV | -0.135      | 0.193     | -0.053   | 0.18      | -0.699 | 0.484     |

|                    |              |           | Effect Size |        |        |        |        |
|--------------------|--------------|-----------|-------------|--------|--------|--------|--------|
|                    | P            | Direction | X           | Y      | X2     | XY     | Y2     |
| <b>JAPAN</b>       |              |           |             |        |        |        |        |
| Fit Slope          | 0.706        | 0.078     | -0.15       | 0.228  | 0.16   | -0.164 | 0.281  |
| Fit Curve          | 0.057        | 0.277     |             |        |        |        |        |
| Misfit Slope       | 0.248        | -0.378    |             |        |        |        |        |
| Misfit Curve       | <b>0.013</b> | 0.605     |             |        |        |        |        |
| <b>USA</b>         |              |           |             |        |        |        |        |
| Fit Slope          | 0.82         | 0.129     | 0.06        | 0.069  | -0.003 | -0.035 | 0.008  |
| Fit Curve          | 0.058        | -0.03     |             |        |        |        |        |
| Misfit Slope       | 0.296        | -0.327    |             |        |        |        |        |
| Misfit Curve       | <b>0.035</b> | 0.04      |             |        |        |        |        |
| <b>BRAZIL</b>      |              |           |             |        |        |        |        |
| Fit Slope          | 0.164        | -0.301    | -0.187      | -0.114 | -0.114 | 0.085  | -0.075 |
| Fit Curve          | 0.093        | -0.104    |             |        |        |        |        |
| Misfit Slope       | 0.465        | -0.073    |             |        |        |        |        |
| Misfit Curve       | <b>0.008</b> | -0.274    |             |        |        |        |        |
| <b>GB</b>          |              |           |             |        |        |        |        |
| Fit Slope          | 0.767        | 0.001     | 0.056       | -0.055 | -0.03  | 0.118  | 0.032  |
| Fit Curve          | 0.395        | 0.12      |             |        |        |        |        |
| Misfit Slope       | 0.249        | 0.111     |             |        |        |        |        |
| Misfit Curve       | <b>0.047</b> | -0.116    |             |        |        |        |        |
| <b>NETHERLANDS</b> |              |           |             |        |        |        |        |
| Fit Slope          | 0.919        | 0.043     | 0.07        | -0.027 | 0.061  | -0.248 | 0.146  |
| Fit Curve          | 0.198        | -0.041    |             |        |        |        |        |
| Misfit Slope       | 0.351        | 0.097     |             |        |        |        |        |
| Misfit Curve       | 0.65         | 0.455     |             |        |        |        |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 149.023        | 29  | 5.139       | 2.898   | 0.000 |
| Residual   | 1600.995       | 903 | 1.773       |         |       |



# Appendix AQ

**Modesty (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.335 Squared multiple R: 0.112

Adjusted squared multiple R: 0.084 Standard error of estimate: 1.257

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 4.426 | 0.112 | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.375       | 0.196     | 0        |           | 12.12  | 0         |
| F09XCFP            | -0.263      | 0.146     | -0.271   | 0.043     | -1.801 | 0.072     |
| F09XCFV            | 0.097       | 0.166     | 0.076    | 0.057     | 0.583  | 0.56      |
| D1                 | -0.082      | 0.212     | -0.031   | 0.154     | -0.387 | 0.699     |
| D2                 | 0.527       | 0.28      | 0.128    | 0.211     | 1.882  | 0.06      |
| D3                 | 0.528       | 0.256     | 0.142    | 0.207     | 2.062  | 0.039     |
| D4                 | 0.008       | 0.297     | 0.001    | 0.297     | 0.026  | 0.979     |
| F09XCFP*F09XCFP    | 0.163       | 0.06      | 0.279    | 0.093     | 2.719  | 0.007     |
| F09XCFP*F09XCFV    | -0.044      | 0.12      | -0.05    | 0.052     | -0.363 | 0.716     |
| F09XCFV*F09XCFV    | -0.068      | 0.094     | -0.085   | 0.071     | -0.725 | 0.469     |
| D1*F09XCFP         | 0.299       | 0.153     | 0.226    | 0.073     | 1.95   | 0.051     |
| D1*F09XCFV         | -0.138      | 0.176     | -0.079   | 0.095     | -0.782 | 0.434     |
| D2*F09XCFP         | 0.321       | 0.176     | 0.119    | 0.23      | 1.827  | 0.068     |
| D2*F09XCFV         | 0.116       | 0.223     | 0.03     | 0.297     | 0.521  | 0.602     |
| D3*F09XCFP         | 0.207       | 0.181     | 0.083    | 0.186     | 1.142  | 0.254     |
| D3*F09XCFV         | -0.104      | 0.21      | -0.034   | 0.208     | -0.494 | 0.621     |
| D4*F09XCFP         | 0.508       | 0.203     | 0.13     | 0.362     | 2.499  | 0.013     |
| D4*F09XCFV         | 0.123       | 0.247     | 0.025    | 0.396     | 0.497  | 0.619     |
| D1*F09XCFP*F09XCFP | -0.147      | 0.067     | -0.2     | 0.119     | -2.201 | 0.028     |
| D1*F09XCFP*F09XCFV | -0.024      | 0.127     | -0.02    | 0.087     | -0.191 | 0.848     |
| D1*F09XCFV*F09XCFV | 0.087       | 0.102     | 0.078    | 0.119     | 0.855  | 0.393     |
| D2*F09XCFP*F09XCFP | -0.177      | 0.088     | -0.136   | 0.218     | -2.021 | 0.044     |
| D2*F09XCFP*F09XCFV | -0.156      | 0.164     | -0.056   | 0.28      | -0.954 | 0.341     |
| D2*F09XCFV*F09XCFV | 0.439       | 0.144     | 0.194    | 0.243     | 3.055  | 0.002     |
| D3*F09XCFP*F09XCFP | -0.252      | 0.082     | -0.22    | 0.193     | -3.076 | 0.002     |
| D3*F09XCFP*F09XCFV | 0.276       | 0.164     | 0.14     | 0.14      | 1.676  | 0.094     |
| D3*F09XCFV*F09XCFV | -0.072      | 0.119     | -0.052   | 0.135     | -0.603 | 0.547     |
| D4*F09XCFP*F09XCFP | -0.152      | 0.111     | -0.074   | 0.337     | -1.368 | 0.172     |
| D4*F09XCFP*F09XCFV | 0.015       | 0.224     | 0.004    | 0.222     | 0.066  | 0.948     |
| D4*F09XCFV*F09XCFV | 0.067       | 0.158     | 0.031    | 0.19      | 0.426  | 0.67      |

|                    | P            | Effect Size Direction | X       | Y      | X2        | XY     | Y2     |
|--------------------|--------------|-----------------------|---------|--------|-----------|--------|--------|
| <b>JAPAN</b>       |              |                       |         |        |           |        |        |
| Fit Slope          | 0.263        | -0.166                | -0.263  | 0.097  | 0.163 **  | -0.044 | -0.068 |
| Fit Curve          | 0.601        | 0.051                 |         |        |           |        |        |
| Misfit Slope       | 0.192        | -0.36                 |         |        |           |        |        |
| Misfit Curve       | 0.524        | 0.139                 |         |        |           |        |        |
| <b>USA</b>         |              |                       |         |        |           |        |        |
| Fit Slope          | 0.315        | -0.005                | 0.036   | -0.041 | 0.016 *   | -0.068 | 0.019  |
| Fit Curve          | 0.448        | -0.033                |         |        |           |        |        |
| Misfit Slope       | 0.131        | -0.199                |         |        |           |        |        |
| Misfit Curve       | 0.879        | 0.103                 |         |        |           |        |        |
| <b>BRAZIL</b>      |              |                       |         |        |           |        |        |
| Fit Slope          | <b>0.039</b> | 0.271                 | 0.058   | 0.213  | -0.014 *  | -0.2   | 0.371  |
| Fit Curve          | 0.5          | 0.157                 |         |        |           |        |        |
| Misfit Slope       | 0.549        | -0.155                |         |        |           |        |        |
| Misfit Curve       | 0.174        | 0.557                 |         |        |           |        |        |
| <b>GB</b>          |              |                       |         |        |           |        |        |
| Fit Slope          | 0.594        | -0.063                | -0.056  | -0.007 | -0.089 ** | 0.232  | -0.14  |
| Fit Curve          | 0.705        | 0.003                 |         |        |           |        |        |
| Misfit Slope       | 0.363        | -0.049                |         |        |           |        |        |
| Misfit Curve       | <b>0.044</b> | -0.461                |         |        |           |        |        |
| <b>NETHERLANDS</b> |              |                       |         |        |           |        |        |
| Fit Slope          | <b>0.006</b> | 0.465                 | 0.245 * | 0.22   | 0.011     | -0.029 | -0.001 |
| Fit Curve          | 0.659        | -0.019                |         |        |           |        |        |
| Misfit Slope       | 0.321        | 0.025                 |         |        |           |        |        |
| Misfit Curve       | 0.803        | 0.039                 |         |        |           |        |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 180.688        | 29  | 6.231       | 3.941   | 0.000 |
| Residual   | 1427.693       | 903 | 1.581       |         |       |

Protective/Sensitive (IV) and Elitist (DV)

Dep Var: F16RAWFP N: 933 Multiple R: 0.401 Squared multiple R: 0.161

Adjusted squared multiple R: 0.134 Standard error of estimate: 1.066

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 6.216 | 0.161 | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.619       | 0.172     | 0        |           | 15.249 | 0         |
| F12XCFP            | 0.403       | 0.142     | 0.418    | 0.043     | 2.84   | 0.005     |
| F12XCFV            | -0.15       | 0.141     | -0.141   | 0.052     | -1.058 | 0.29      |
| D1                 | -0.453      | 0.184     | -0.196   | 0.148     | -2.468 | 0.014     |
| D2                 | 0.588       | 0.229     | 0.164    | 0.227     | 2.57   | 0.01      |
| D3                 | -0.408      | 0.217     | -0.126   | 0.207     | -1.877 | 0.061     |
| D4                 | 0.02        | 0.261     | 0.004    | 0.277     | 0.076  | 0.939     |
| F12XCFP*F12XCFP    | 0.334       | 0.06      | 0.617    | 0.074     | 5.521  | 0         |
| F12XCFP*F12XCFV    | -0.295      | 0.106     | -0.385   | 0.048     | -2.777 | 0.006     |
| F12XCFV*F12XCFV    | 0.041       | 0.082     | 0.059    | 0.067     | 0.5    | 0.617     |
| D1*F12XCFP         | -0.501      | 0.15      | -0.356   | 0.082     | -3.345 | 0.001     |
| D1*F12XCFV         | 0.165       | 0.148     | 0.117    | 0.085     | 1.114  | 0.266     |
| D2*F12XCFP         | -0.257      | 0.195     | -0.089   | 0.205     | -1.316 | 0.189     |
| D2*F12XCFV         | 0.247       | 0.18      | 0.077    | 0.293     | 1.375  | 0.169     |
| D3*F12XCFP         | -0.38       | 0.168     | -0.157   | 0.192     | -2.258 | 0.024     |
| D3*F12XCFV         | 0.152       | 0.167     | 0.056    | 0.243     | 0.91   | 0.363     |
| D4*F12XCFP         | -0.162      | 0.186     | -0.055   | 0.235     | -0.872 | 0.383     |
| D4*F12XCFV         | -0.036      | 0.197     | -0.01    | 0.326     | -0.185 | 0.853     |
| D1*F12XCFP*F12XCFP | -0.345      | 0.069     | -0.403   | 0.145     | -5.028 | 0         |
| D1*F12XCFP*F12XCFV | 0.363       | 0.113     | 0.312    | 0.099     | 3.221  | 0.001     |
| D1*F12XCFV*F12XCFV | -0.018      | 0.087     | -0.02    | 0.093     | -0.202 | 0.84      |
| D2*F12XCFP*F12XCFP | -0.266      | 0.093     | -0.196   | 0.195     | -2.85  | 0.004     |
| D2*F12XCFP*F12XCFV | 0.31        | 0.141     | 0.12     | 0.309     | 2.193  | 0.029     |
| D2*F12XCFV*F12XCFV | -0.156      | 0.113     | -0.079   | 0.284     | -1.378 | 0.169     |
| D3*F12XCFP*F12XCFP | -0.303      | 0.077     | -0.278   | 0.187     | -3.942 | 0         |
| D3*F12XCFP*F12XCFV | 0.209       | 0.131     | 0.108    | 0.204     | 1.596  | 0.111     |
| D3*F12XCFV*F12XCFV | 0.158       | 0.108     | 0.1      | 0.199     | 1.464  | 0.143     |
| D4*F12XCFP*F12XCFP | -0.251      | 0.093     | -0.197   | 0.174     | -2.699 | 0.007     |
| D4*F12XCFP*F12XCFV | 0.179       | 0.163     | 0.097    | 0.119     | 1.096  | 0.273     |
| D4*F12XCFV*F12XCFV | 0.057       | 0.138     | 0.032    | 0.152     | 0.415  | 0.678     |

|                    | P     | Direction | X         | Y      | X2         | XY        | Y2     |
|--------------------|-------|-----------|-----------|--------|------------|-----------|--------|
| <b>JAPAN</b>       |       |           |           |        |            |           |        |
| Fit Slope          | 0.059 | 0.253     | 0.403 **  | -0.15  | 0.334 ***  | -0.295 ** | 0.041  |
| Fit Curve          | 0.287 | 0.08      |           |        |            |           |        |
| Misfit Slope       | 0.027 | 0.553     |           |        |            |           |        |
| Misfit Curve       | 0.001 | 0.67      |           |        |            |           |        |
| <b>USA</b>         |       |           |           |        |            |           |        |
| Fit Slope          | 0.022 | -0.083    | -0.098 ** | 0.015  | -0.011 *** | 0.068 **  | 0.023  |
| Fit Curve          | 0.998 | 0.08      |           |        |            |           |        |
| Misfit Slope       | 0.011 | 0.217     |           |        |            |           |        |
| Misfit Curve       | 0.001 | -0.056    |           |        |            |           |        |
| <b>BRAZIL</b>      |       |           |           |        |            |           |        |
| Fit Slope          | 0.963 | 0.243     | 0.146     | 0.097  | 0.068 **   | 0.015 *   | -0.115 |
| Fit Curve          | 0.42  | -0.032    |           |        |            |           |        |
| Misfit Slope       | 0.106 | 0.049     |           |        |            |           |        |
| Misfit Curve       | 0.005 | -0.062    |           |        |            |           |        |
| <b>GB</b>          |       |           |           |        |            |           |        |
| Fit Slope          | 0.177 | 0.025     | 0.023 *   | 0.002  | 0.031 ***  | -0.086    | 0.199  |
| Fit Curve          | 0.544 | 0.144     |           |        |            |           |        |
| Misfit Slope       | 0.066 | 0.021     |           |        |            |           |        |
| Misfit Curve       | 0.155 | 0.316     |           |        |            |           |        |
| <b>NETHERLANDS</b> |       |           |           |        |            |           |        |
| Fit Slope          | 0.272 | 0.055     | 0.241     | -0.186 | 0.083 **   | -0.116    | 0.098  |
| Fit Curve          | 0.879 | 0.065     |           |        |            |           |        |
| Misfit Slope       | 0.71  | 0.427     |           |        |            |           |        |
| Misfit Curve       | 0.253 | 0.297     |           |        |            |           |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 196.639        | 29  | 6.781       | 5.973   | 0.000 |
| Residual   | 1025.173       | 903 | 1.135       |         |       |



**Protective/Sensitive (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.311 Squared multiple R: 0.097

Adjusted squared multiple R: 0.068 Standard error of estimate: 1.268

|           |          |          |
|-----------|----------|----------|
|           | Whole    | Culture  |
|           | Equation | Matters  |
| <b>F</b>  | <b>P</b> | <b>P</b> |
| 3.534     | 0.000    | 0.000    |
| <b>R2</b> |          |          |
| 0.097     |          |          |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.061       | 0.204     | 0        |           | 10.081 | 0         |
| F12XCFP            | 0.494       | 0.169     | 0.446    | 0.043     | 2.924  | 0.004     |
| F12XCFV            | -0.097      | 0.168     | -0.08    | 0.052     | -0.574 | 0.566     |
| D1                 | 0.241       | 0.219     | 0.091    | 0.148     | 1.1    | 0.272     |
| D2                 | 1.141       | 0.272     | 0.278    | 0.227     | 4.187  | 0         |
| D3                 | 0.559       | 0.259     | 0.15     | 0.207     | 2.16   | 0.031     |
| D4                 | 0.231       | 0.31      | 0.045    | 0.277     | 0.744  | 0.457     |
| F12XCFP*F12XCFP    | 0.415       | 0.072     | 0.669    | 0.074     | 5.768  | 0         |
| F12XCFP*F12XCFV    | -0.286      | 0.126     | -0.326   | 0.048     | -2.264 | 0.024     |
| F12XCFV*F12XCFV    | 0.115       | 0.097     | 0.144    | 0.067     | 1.18   | 0.238     |
| D1*F12XCFP         | -0.513      | 0.178     | -0.318   | 0.082     | -2.879 | 0.004     |
| D1*F12XCFV         | 0.081       | 0.177     | 0.05     | 0.085     | 0.46   | 0.645     |
| D2*F12XCFP         | -0.343      | 0.232     | -0.103   | 0.205     | -1.477 | 0.14      |
| D2*F12XCFV         | 0.073       | 0.214     | 0.02     | 0.293     | 0.343  | 0.732     |
| D3*F12XCFP         | -0.591      | 0.2       | -0.213   | 0.192     | -2.95  | 0.003     |
| D3*F12XCFV         | 0.246       | 0.199     | 0.079    | 0.243     | 1.238  | 0.216     |
| D4*F12XCFP         | -0.307      | 0.221     | -0.091   | 0.235     | -1.389 | 0.165     |
| D4*F12XCFV         | -0.019      | 0.234     | -0.005   | 0.326     | -0.083 | 0.934     |
| D1*F12XCFP*F12XCFP | -0.399      | 0.082     | -0.406   | 0.145     | -4.883 | 0         |
| D1*F12XCFP*F12XCFV | 0.253       | 0.134     | 0.189    | 0.099     | 1.888  | 0.059     |
| D1*F12XCFV*F12XCFV | -0.109      | 0.104     | -0.109   | 0.093     | -1.053 | 0.293     |
| D2*F12XCFP*F12XCFP | -0.351      | 0.111     | -0.226   | 0.195     | -3.156 | 0.002     |
| D2*F12XCFP*F12XCFV | 0.425       | 0.168     | 0.144    | 0.309     | 2.526  | 0.012     |
| D2*F12XCFV*F12XCFV | -0.23       | 0.135     | -0.101   | 0.284     | -1.702 | 0.089     |
| D3*F12XCFP*F12XCFP | -0.475      | 0.091     | -0.38    | 0.187     | -5.193 | 0         |
| D3*F12XCFP*F12XCFV | 0.358       | 0.156     | 0.161    | 0.204     | 2.304  | 0.021     |
| D3*F12XCFV*F12XCFV | -0.041      | 0.128     | -0.023   | 0.199     | -0.319 | 0.749     |
| D4*F12XCFP*F12XCFP | -0.381      | 0.111     | -0.26    | 0.174     | -3.438 | 0.001     |
| D4*F12XCFP*F12XCFV | 0.269       | 0.194     | 0.127    | 0.119     | 1.386  | 0.166     |
| D4*F12XCFV*F12XCFV | -0.075      | 0.164     | -0.037   | 0.152     | -0.457 | 0.648     |

|                    | P            | Effect Size | Direction | X         | Y      | X2        | XY       | Y2     |
|--------------------|--------------|-------------|-----------|-----------|--------|-----------|----------|--------|
| <b>JAPAN</b>       |              |             |           |           |        |           |          |        |
| Fit Slope          | <b>0.013</b> | 0.397       |           | 0.494 **  | -0.097 | 0.415 *** | -0.286 * | 0.115  |
| Fit Curve          | <b>0.006</b> | 0.244       |           |           |        |           |          |        |
| Misfit Slope       | <b>0.047</b> | 0.591       |           |           |        |           |          |        |
| Misfit Curve       | <b>0.001</b> | 0.816       |           |           |        |           |          |        |
| <b>USA</b>         |              |             |           |           |        |           |          |        |
| Fit Slope          | <b>0.013</b> | -0.035      |           | -0.019 ** | -0.016 | 0.016 *** | -0.033   | 0.006  |
| Fit Curve          | <b>0.017</b> | -0.011      |           |           |        |           |          |        |
| Misfit Slope       | 0.055        | 0.159       |           |           |        |           |          |        |
| Misfit Curve       | <b>0.003</b> | 0.055       |           |           |        |           |          |        |
| <b>BRAZIL</b>      |              |             |           |           |        |           |          |        |
| Fit Slope          | 0.279        | 0.127       | }         | 0.151     | -0.024 | 0.064 **  | 0.139 *  | -0.115 |
| Fit Curve          | 0.349        | 0.088       |           |           |        |           |          |        |
| Misfit Slope       | 0.261        | 0.175       |           |           |        |           |          |        |
| Misfit Curve       | <b>0.001</b> | -0.19       |           |           |        |           |          |        |
| <b>GB</b>          |              |             |           |           |        |           |          |        |
| Fit Slope          | 0.087        | 0.052       |           | -0.097 ** | 0.149  | -0.06 *** | 0.072 *  | 0.074  |
| Fit Curve          | 0.208        | 0.086       |           |           |        |           |          |        |
| Misfit Slope       | <b>0.015</b> | -0.246      |           |           |        |           |          |        |
| Misfit Curve       | <b>0.003</b> | -0.058      |           |           |        |           |          |        |
| <b>NETHERLANDS</b> |              |             |           |           |        |           |          |        |
| Fit Slope          | 0.129        | 0.071       |           | 0.187     | -0.116 | 0.034 **  | -0.017   | 0.04   |
| Fit Curve          | 0.121        | 0.057       |           |           |        |           |          |        |
| Misfit Slope       | 0.474        | 0.303       |           |           |        |           |          |        |
| Misfit Curve       | 0.062        | 0.091       |           |           |        |           |          |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 155.659        | 29  | 5.368       | 3.336   | 0.000 |
| Residual   | 1452.722       | 903 | 1.609       |         |       |

Friendly/Helpful (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.299 Squared multiple R: 0.090

Adjusted squared multiple R: 0.060 Standard error of estimate: 1.328

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.857       | 0.197     | 0        |           | 14.496 | 0         |
| F14XCFP            | -0.247      | 0.143     | -0.214   | 0.065     | -1.725 | 0.085     |
| F14XCFV            | 0.333       | 0.168     | 0.216    | 0.085     | 1.978  | 0.048     |
| D1                 | -0.533      | 0.212     | -0.192   | 0.172     | -2.514 | 0.012     |
| D2                 | 0.115       | 0.276     | 0.027    | 0.242     | 0.418  | 0.676     |
| D3                 | -0.254      | 0.259     | -0.066   | 0.226     | -0.981 | 0.327     |
| D4                 | -0.177      | 0.311     | -0.033   | 0.302     | -0.568 | 0.57      |
| F14XCFP*F14XCFP    | 0.146       | 0.07      | 0.201    | 0.109     | 2.093  | 0.037     |
| F14XCFP*F14XCFV    | -0.276      | 0.114     | -0.234   | 0.108     | -2.418 | 0.016     |
| F14XCFV*F14XCFV    | 0.083       | 0.085     | 0.085    | 0.136     | 0.983  | 0.326     |
| D1*F14XCFP         | 0.275       | 0.153     | 0.178    | 0.103     | 1.799  | 0.072     |
| D1*F14XCFV         | -0.29       | 0.183     | -0.137   | 0.136     | -1.588 | 0.113     |
| D2*F14XCFP         | 0.17        | 0.192     | 0.046    | 0.367     | 0.886  | 0.376     |
| D2*F14XCFV         | -0.198      | 0.224     | -0.046   | 0.366     | -0.882 | 0.378     |
| D3*F14XCFP         | 0.213       | 0.174     | 0.071    | 0.297     | 1.223  | 0.222     |
| D3*F14XCFV         | -0.172      | 0.209     | -0.046   | 0.323     | -0.821 | 0.412     |
| D4*F14XCFP         | 0.359       | 0.22      | 0.076    | 0.461     | 1.635  | 0.102     |
| D4*F14XCFV         | -0.284      | 0.31      | -0.046   | 0.405     | -0.916 | 0.36      |
| D1*F14XCFP*F14XCFP | -0.129      | 0.078     | -0.144   | 0.134     | -1.659 | 0.097     |
| D1*F14XCFP*F14XCFV | 0.311       | 0.127     | 0.198    | 0.155     | 2.459  | 0.014     |
| D1*F14XCFV*F14XCFV | -0.108      | 0.095     | -0.087   | 0.169     | -1.133 | 0.258     |
| D2*F14XCFP*F14XCFP | -0.316      | 0.111     | -0.161   | 0.315     | -2.847 | 0.005     |
| D2*F14XCFP*F14XCFV | 0.38        | 0.197     | 0.088    | 0.481     | 1.927  | 0.054     |
| D2*F14XCFV*F14XCFV | -0.143      | 0.142     | -0.052   | 0.382     | -1.007 | 0.314     |
| D3*F14XCFP*F14XCFP | -0.181      | 0.102     | -0.107   | 0.276     | -1.777 | 0.076     |
| D3*F14XCFP*F14XCFV | 0.306       | 0.157     | 0.113    | 0.3       | 1.956  | 0.051     |
| D3*F14XCFV*F14XCFV | 0.076       | 0.128     | 0.034    | 0.307     | 0.596  | 0.551     |
| D4*F14XCFP*F14XCFP | -0.133      | 0.138     | -0.05    | 0.371     | -0.959 | 0.338     |
| D4*F14XCFP*F14XCFV | 0.62        | 0.259     | 0.132    | 0.328     | 2.389  | 0.017     |
| D4*F14XCFV*F14XCFV | -0.12       | 0.252     | -0.028   | 0.282     | -0.475 | 0.635     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 156.834        | 29  | 5.408       | 3.065   | 0.000 |
| Residual   | 1593.184       | 903 | 1.764       |         |       |

| F   | R2    | Whole Equation P | Culture Matters P |
|-----|-------|------------------|-------------------|
| 3.2 | 0.090 | 0.000            | 0.000             |

|                    | P     | Effect Size Direction | X      | Y       | X2       | XY       | Y2     |
|--------------------|-------|-----------------------|--------|---------|----------|----------|--------|
| <b>JAPAN</b>       |       |                       |        |         |          |          |        |
| Fit Slope          | 0.635 | 0.086                 | -0.247 | 0.333 * | 0.146 *  | -0.276 * | 0.083  |
| Fit Curve          | 0.714 | -0.047                |        |         |          |          |        |
| Misfit Slope       | 0.024 | -0.58                 |        |         |          |          |        |
| Misfit Curve       | 0.006 | 0.505                 |        |         |          |          |        |
| <b>USA</b>         |       |                       |        |         |          |          |        |
| Fit Slope          | 0.938 | 0.071                 | 0.028  | 0.043   | 0.017    | 0.035 *  | -0.025 |
| Fit Curve          | 0.597 | 0.027                 |        |         |          |          |        |
| Misfit Slope       | 0.04  | -0.595                |        |         |          |          |        |
| Misfit Curve       | 0.008 | -0.043                |        |         |          |          |        |
| <b>BRAZIL</b>      |       |                       |        |         |          |          |        |
| Fit Slope          | 0.908 | 0.058                 | -0.077 | 0.135   | -0.17 ** | 0.104    | -0.06  |
| Fit Curve          | 0.716 | -0.126                |        |         |          |          |        |
| Misfit Slope       | 0.28  | -0.212                |        |         |          |          |        |
| Misfit Curve       | 0.01  | -0.334                |        |         |          |          |        |
| <b>GB</b>          |       |                       |        |         |          |          |        |
| Fit Slope          | 0.854 | 0.127                 | -0.034 | 0.161   | -0.035   | 0.03     | 0.159  |
| Fit Curve          | 0.225 | 0.154                 |        |         |          |          |        |
| Misfit Slope       | 0.218 | -0.195                |        |         |          |          |        |
| Misfit Curve       | 0.133 | 0.094                 |        |         |          |          |        |
| <b>NETHERLANDS</b> |       |                       |        |         |          |          |        |
| Fit Slope          | 0.803 | 0.161                 | 0.112  | 0.049   | 0.013    | 0.344 *  | -0.037 |
| Fit Curve          | 0.097 | 0.32                  |        |         |          |          |        |
| Misfit Slope       | 0.149 | 0.063                 |        |         |          |          |        |
| Misfit Curve       | 0.077 | -0.368                |        |         |          |          |        |

**Socially aware (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.285 Squared multiple R: 0.081

Adjusted squared multiple R: 0.052 Standard error of estimate: 0.948

| F     | R2    | Whole Equation P | Culture Matters P |
|-------|-------|------------------|-------------------|
| 3.112 | 0.081 | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.561       | 0.161     | 0        |           | 34.594 | 0         |
| F17XCFP            | -0.065      | 0.09      | -0.098   | 0.055     | -0.721 | 0.471     |
| F17XCFV            | 0.125       | 0.114     | 0.171    | 0.042     | 1.094  | 0.274     |
| D1                 | 0.573       | 0.173     | 0.291    | 0.132     | 3.32   | 0.001     |
| D2                 | 0.668       | 0.214     | 0.22     | 0.205     | 3.121  | 0.002     |
| D3                 | 0.242       | 0.205     | 0.088    | 0.183     | 1.178  | 0.239     |
| D4                 | 0.508       | 0.227     | 0.133    | 0.288     | 2.235  | 0.026     |
| F17XCFP*F17XCFP    | -0.025      | 0.047     | -0.062   | 0.079     | -0.546 | 0.585     |
| F17XCFP*F17XCFV    | 0.09        | 0.048     | 0.203    | 0.087     | 1.881  | 0.06      |
| F17XCFV*F17XCFV    | -0.024      | 0.061     | -0.055   | 0.051     | -0.392 | 0.695     |
| D1*F17XCFP         | 0.102       | 0.097     | 0.119    | 0.079     | 1.053  | 0.293     |
| D1*F17XCFV         | -0.119      | 0.121     | -0.123   | 0.064     | -0.981 | 0.327     |
| D2*F17XCFP         | -0.009      | 0.122     | -0.004   | 0.339     | -0.078 | 0.938     |
| D2*F17XCFV         | -0.142      | 0.154     | -0.064   | 0.212     | -0.921 | 0.357     |
| D3*F17XCFP         | 0.107       | 0.116     | 0.061    | 0.228     | 0.921  | 0.357     |
| D3*F17XCFV         | -0.229      | 0.143     | -0.123   | 0.171     | -1.596 | 0.111     |
| D4*F17XCFP         | -0.029      | 0.133     | -0.011   | 0.418     | -0.216 | 0.829     |
| D4*F17XCFV         | 0.023       | 0.169     | 0.008    | 0.309     | 0.138  | 0.89      |
| D1*F17XCFP*F17XCFP | 0.009       | 0.051     | 0.02     | 0.081     | 0.182  | 0.855     |
| D1*F17XCFP*F17XCFV | -0.106      | 0.055     | -0.186   | 0.109     | -1.931 | 0.054     |
| D1*F17XCFV*F17XCFV | 0.028       | 0.065     | 0.056    | 0.062     | 0.435  | 0.664     |
| D2*F17XCFP*F17XCFP | 0.003       | 0.069     | 0.003    | 0.277     | 0.042  | 0.967     |
| D2*F17XCFP*F17XCFV | -0.065      | 0.084     | -0.04    | 0.395     | -0.782 | 0.435     |
| D2*F17XCFV*F17XCFV | -0.071      | 0.087     | -0.066   | 0.153     | -0.811 | 0.417     |
| D3*F17XCFP*F17XCFP | -0.008      | 0.067     | -0.009   | 0.161     | -0.116 | 0.908     |
| D3*F17XCFP*F17XCFV | -0.111      | 0.079     | -0.104   | 0.186     | -1.404 | 0.161     |
| D3*F17XCFV*F17XCFV | 0.033       | 0.081     | 0.037    | 0.126     | 0.408  | 0.683     |
| D4*F17XCFP*F17XCFP | 0.037       | 0.069     | 0.031    | 0.3       | 0.539  | 0.59      |
| D4*F17XCFP*F17XCFV | -0.196      | 0.083     | -0.111   | 0.454     | -2.351 | 0.019     |
| D4*F17XCFV*F17XCFV | 0.147       | 0.092     | 0.109    | 0.22      | 1.601  | 0.11      |

|                    | P     | Effect Size Direction | X      | Y      | X2     | XY     | Y2     |
|--------------------|-------|-----------------------|--------|--------|--------|--------|--------|
| <b>JAPAN</b>       |       |                       |        |        |        |        |        |
| Fit Slope          | 0.539 | 0.06                  | -0.065 | 0.125  | -0.025 | 0.09   | -0.024 |
| Fit Curve          | 0.518 | 0.041                 |        |        |        |        |        |
| Misfit Slope       | 0.294 | -0.19                 |        |        |        |        |        |
| Misfit Curve       | 0.157 | -0.139                |        |        |        |        |        |
| <b>USA</b>         |       |                       |        |        |        |        |        |
| Fit Slope          | 0.871 | 0.043                 | 0.037  | 0.006  | -0.016 | -0.016 | 0.004  |
| Fit Curve          | 0.308 | -0.028                |        |        |        |        |        |
| Misfit Slope       | 0.253 | -0.207                |        |        |        |        |        |
| Misfit Curve       | 0.199 | 0.004                 |        |        |        |        |        |
| <b>BRAZIL</b>      |       |                       |        |        |        |        |        |
| Fit Slope          | 0.282 | -0.091                | -0.074 | -0.017 | -0.022 | 0.025  | -0.095 |
| Fit Curve          | 0.162 | -0.092                |        |        |        |        |        |
| Misfit Slope       | 0.581 | -0.057                |        |        |        |        |        |
| Misfit Curve       | 0.988 | -0.142                |        |        |        |        |        |
| <b>GB</b>          |       |                       |        |        |        |        |        |
| Fit Slope          | 0.318 | -0.062                | 0.042  | -0.104 | -0.033 | -0.021 | 0.009  |
| Fit Curve          | 0.276 | -0.045                |        |        |        |        |        |
| Misfit Slope       | 0.147 | 0.146                 |        |        |        |        |        |
| Misfit Curve       | 0.4   | -0.003                |        |        |        |        |        |
| <b>NETHERLANDS</b> |       |                       |        |        |        |        |        |
| Fit Slope          | 0.973 | 0.054                 | -0.094 | 0.148  | 0.012  | -0.106 | 0.123  |
| Fit Curve          | 0.898 | 0.029                 |        |        |        |        |        |
| Misfit Slope       | 0.842 | -0.242                |        |        |        |        |        |
| Misfit Curve       | 0.016 | 0.241                 |        |        |        |        |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 71.878         | 29  | 2.479       | 2.759   | 0.000 |
| Residual   | 811.089        | 903 | 0.898       |         |       |

ypothesis

Unreliable/Unintelligent (IV) and Loner (DV)

Dep Var: F08RAWFP N: 933 Multiple R: 0.292 Squared multiple R: 0.085

Adjusted squared multiple R: 0.056 Standard error of estimate: 1.152

F 2.757 R2 0.085 Whole Equation P 0.000 Culture Matters P 0.000

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.31        | 0.154     | 0        |           | 14.988 | 0         |
| F10XCFP            | 0.116       | 0.199     | 0.078    | 0.056     | 0.583  | 0.56      |
| F10XCFV            | 0.349       | 0.291     | 0.167    | 0.052     | 1.199  | 0.231     |
| D1                 | -0.136      | 0.167     | -0.057   | 0.208     | -0.815 | 0.416     |
| D2                 | 0.336       | 0.227     | 0.091    | 0.27      | 1.482  | 0.139     |
| D3                 | 0.233       | 0.206     | 0.069    | 0.27      | 1.134  | 0.257     |
| D4                 | -0.223      | 0.261     | -0.048   | 0.323     | -0.854 | 0.393     |
| F10XCFP*F10XCFP    | 0.078       | 0.075     | 0.084    | 0.155     | 1.046  | 0.296     |
| F10XCFP*F10XCFV    | -0.368      | 0.226     | -0.17    | 0.093     | -1.626 | 0.104     |
| F10XCFV*F10XCFV    | 0.175       | 0.227     | 0.081    | 0.093     | 0.774  | 0.439     |
| D1*F10XCFP         | -0.304      | 0.211     | -0.144   | 0.102     | -1.442 | 0.15      |
| D1*F10XCFV         | -0.339      | 0.305     | -0.123   | 0.083     | -1.111 | 0.267     |
| D2*F10XCFP         | -0.021      | 0.257     | -0.004   | 0.346     | -0.082 | 0.935     |
| D2*F10XCFV         | -0.06       | 0.367     | -0.009   | 0.307     | -0.165 | 0.869     |
| D3*F10XCFP         | 0.153       | 0.25      | 0.035    | 0.308     | 0.613  | 0.54      |
| D3*F10XCFV         | -0.763      | 0.344     | -0.139   | 0.256     | -2.216 | 0.027     |
| D4*F10XCFP         | -0.219      | 0.315     | -0.039   | 0.32      | -0.696 | 0.487     |
| D4*F10XCFV         | -0.552      | 0.433     | -0.07    | 0.341     | -1.275 | 0.203     |
| D1*F10XCFP*F10XCFP | -0.05       | 0.096     | -0.029   | 0.32      | -0.518 | 0.604     |
| D1*F10XCFP*F10XCFV | 0.357       | 0.254     | 0.106    | 0.178     | 1.403  | 0.161     |
| D1*F10XCFV*F10XCFV | -0.196      | 0.245     | -0.075   | 0.115     | -0.798 | 0.425     |
| D2*F10XCFP*F10XCFP | -0.782      | 0.212     | -0.179   | 0.433     | -3.693 | 0         |
| D2*F10XCFP*F10XCFV | 0.516       | 0.412     | 0.057    | 0.497     | 1.252  | 0.211     |
| D2*F10XCFV*F10XCFV | -0.153      | 0.337     | -0.024   | 0.355     | -0.453 | 0.651     |
| D3*F10XCFP*F10XCFP | 0.054       | 0.185     | 0.014    | 0.443     | 0.291  | 0.771     |
| D3*F10XCFP*F10XCFV | 0.173       | 0.331     | 0.026    | 0.401     | 0.524  | 0.601     |
| D3*F10XCFV*F10XCFV | -0.332      | 0.303     | -0.064   | 0.294     | -1.097 | 0.273     |
| D4*F10XCFP*F10XCFP | -0.257      | 0.214     | -0.062   | 0.374     | -1.198 | 0.231     |
| D4*F10XCFP*F10XCFV | 0.239       | 0.527     | 0.024    | 0.369     | 0.454  | 0.65      |
| D4*F10XCFV*F10XCFV | 0.466       | 0.455     | 0.054    | 0.361     | 1.023  | 0.306     |

|                    | P     | Direction | X      | Y        | X2         | XY     | Y2     |
|--------------------|-------|-----------|--------|----------|------------|--------|--------|
| <b>JAPAN</b>       |       |           |        |          |            |        |        |
| Fit Slope          | 0.104 | 0.465     | 0.116  | 0.349    | 0.078      | -0.368 | 0.175  |
| Fit Curve          | 0.672 | -0.115    |        |          |            |        |        |
| Misfit Slope       | 0.568 | -0.233    |        |          |            |        |        |
| Misfit Curve       | 0.083 | 0.621     |        |          |            |        |        |
| <b>USA</b>         |       |           |        |          |            |        |        |
| Fit Slope          | 0.035 | -0.178    | -0.188 | 0.01     | 0.028      | -0.011 | -0.021 |
| Fit Curve          | 0.712 | -0.004    |        |          |            |        |        |
| Misfit Slope       | 0.936 | -0.876    |        |          |            |        |        |
| Misfit Curve       | 0.133 | 0.018     |        |          |            |        |        |
| <b>BRAZIL</b>      |       |           |        |          |            |        |        |
| Fit Slope          | 0.824 | 0.384     | 0.095  | 0.289    | -0.704 *** | 0.148  | 0.022  |
| Fit Curve          | 0.356 | -0.534    |        |          |            |        |        |
| Misfit Slope       | 0.939 | -0.194    |        |          |            |        |        |
| Misfit Curve       | 0.034 | -0.83     |        |          |            |        |        |
| <b>GB</b>          |       |           |        |          |            |        |        |
| Fit Slope          | 0.084 | -0.145    | 0.269  | -0.414 * | 0.132      | -0.195 | -0.157 |
| Fit Curve          | 0.782 | -0.22     |        |          |            |        |        |
| Misfit Slope       | 0.061 | 0.683     |        |          |            |        |        |
| Misfit Curve       | 0.413 | 0.17      |        |          |            |        |        |
| <b>NETHERLANDS</b> |       |           |        |          |            |        |        |
| Fit Slope          | 0.054 | -0.306    | -0.103 | -0.203   | -0.179     | -0.129 | 0.641  |
| Fit Curve          | 0.371 | 0.333     |        |          |            |        |        |
| Misfit Slope       | 0.605 | 0.1       |        |          |            |        |        |
| Misfit Curve       | 0.975 | 0.591     |        |          |            |        |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 111.32         | 29  | 3.839       | 2.894   | 0.000 |
| Residual   | 1197.92        | 903 | 1.327       |         |       |

# Appendix AT

Appendix AT – Coefficients for tests that did not support Hypothesis 1

## Integrity (IV) and Team Building (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.346 Squared multiple R: 0.120

Adjusted squared multiple R: 0.092 Standard error of estimate: 0.932

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.321          | 0.120          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.198       | 0.208     | 0        |           | 24.977 | 0         |
| F03XCFP            | 0.47        | 0.21      | 0.468    | 0.022     | 2.235  | 0.026     |
| F03XCFV            | -0.37       | 0.3       | -0.188   | 0.042     | -1.233 | 0.218     |
| D1                 | 0.419       | 0.218     | 0.212    | 0.08      | 1.925  | 0.055     |
| D2                 | 0.395       | 0.262     | 0.129    | 0.132     | 1.507  | 0.132     |
| D3                 | 0.189       | 0.249     | 0.068    | 0.12      | 0.759  | 0.448     |
| D4                 | 0.547       | 0.272     | 0.142    | 0.194     | 2.007  | 0.045     |
| F03XCFP*F03XCFP    | -0.039      | 0.05      | -0.095   | 0.067     | -0.791 | 0.429     |
| F03XCFP*F03XCFV    | -0.639      | 0.249     | -0.472   | 0.029     | -2.566 | 0.01      |
| F03XCFV*F03XCFV    | 0.421       | 0.402     | 0.202    | 0.026     | 1.048  | 0.295     |
| D1*F03XCFP         | -0.372      | 0.226     | -0.266   | 0.037     | -1.647 | 0.1       |
| D1*F03XCFV         | 0.33        | 0.32      | 0.139    | 0.054     | 1.03   | 0.303     |
| D2*F03XCFP         | -0.338      | 0.294     | -0.119   | 0.091     | -1.148 | 0.251     |
| D2*F03XCFV         | 0.036       | 0.409     | 0.007    | 0.159     | 0.088  | 0.93      |
| D3*F03XCFP         | -0.676      | 0.275     | -0.26    | 0.088     | -2.462 | 0.014     |
| D3*F03XCFV         | 0.475       | 0.36      | 0.106    | 0.152     | 1.318  | 0.188     |
| D4*F03XCFP         | -0.679      | 0.311     | -0.198   | 0.118     | -2.185 | 0.029     |
| D4*F03XCFV         | -0.274      | 0.414     | -0.04    | 0.266     | -0.662 | 0.508     |
| D1*F03XCFP*F03XCFP | 0.084       | 0.06      | 0.136    | 0.103     | 1.405  | 0.16      |
| D1*F03XCFP*F03XCFV | 0.569       | 0.267     | 0.332    | 0.04      | 2.126  | 0.034     |
| D1*F03XCFV*F03XCFV | -0.271      | 0.417     | -0.126   | 0.026     | -0.648 | 0.517     |
| D2*F03XCFP*F03XCFP | 0.103       | 0.111     | 0.07     | 0.172     | 0.926  | 0.354     |
| D2*F03XCFP*F03XCFV | 0.615       | 0.344     | 0.13     | 0.185     | 1.788  | 0.074     |
| D2*F03XCFV*F03XCFV | -0.197      | 0.533     | -0.028   | 0.167     | -0.371 | 0.711     |
| D3*F03XCFP*F03XCFP | -0.104      | 0.087     | -0.101   | 0.136     | -1.191 | 0.234     |
| D3*F03XCFP*F03XCFV | 1.066       | 0.294     | 0.317    | 0.127     | 3.627  | 0         |
| D3*F03XCFV*F03XCFV | -0.568      | 0.502     | -0.099   | 0.128     | -1.13  | 0.259     |
| D4*F03XCFP*F03XCFP | -0.025      | 0.135     | -0.014   | 0.172     | -0.183 | 0.855     |
| D4*F03XCFP*F03XCFV | 0.582       | 0.333     | 0.101    | 0.291     | 1.749  | 0.081     |
| D4*F03XCFV*F03XCFV | -0.804      | 0.514     | -0.109   | 0.202     | -1.566 | 0.118     |

| JAPAN              | P            | Direction | Effect Size |        |                |           |                |
|--------------------|--------------|-----------|-------------|--------|----------------|-----------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| Fit Slope          | 0.698        | 0.1       | 0.47 *      | -0.37  | -0.039         | -0.639 *  | 0.421          |
| Fit Curve          | 0.566        | -0.257    |             |        |                |           |                |
| Misfit Slope       | 0.062        | 0.84      |             |        |                |           |                |
| Misfit Curve       | <b>0.04</b>  | 1.021     |             |        |                |           |                |
| <b>USA</b>         |              |           |             |        |                |           |                |
| Fit Slope          | 0.879        | 0.058     | 0.098       | -0.04  | 0.045          | -0.07 *   | 0.15           |
| Fit Curve          | 0.403        | 0.125     |             |        |                |           |                |
| Misfit Slope       | 0.144        | 0.798     |             |        |                |           |                |
| Misfit Curve       | 0.158        | 0.265     |             |        |                |           |                |
| <b>BRAZIL</b>      |              |           |             |        |                |           |                |
| Fit Slope          | 0.403        | -0.202    | 0.132       | -0.334 | 0.064          | -0.024    | 0.224          |
| Fit Curve          | 0.355        | 0.264     |             |        |                |           |                |
| Misfit Slope       | 0.543        | 0.466     |             |        |                |           |                |
| Misfit Curve       | 0.332        | 0.312     |             |        |                |           |                |
| <b>GB</b>          |              |           |             |        |                |           |                |
| Fit Slope          | 0.542        | -0.101    | -0.206 *    | 0.105  | -0.143         | 0.427 *** | -0.147         |
| Fit Curve          | 0.448        | 0.137     |             |        |                |           |                |
| Misfit Slope       | <b>0.036</b> | -0.311    |             |        |                |           |                |
| Misfit Curve       | <b>0.007</b> | -0.717    |             |        |                |           |                |
| <b>NETHERLANDS</b> |              |           |             |        |                |           |                |
| Fit Slope          | <b>0.013</b> | -0.853    | -0.209 *    | -0.644 | -0.064         | -0.057    | -0.383         |
| Fit Curve          | 0.663        | -0.504    |             |        |                |           |                |
| Misfit Slope       | 0.515        | 0.435     |             |        |                |           |                |
| Misfit Curve       | <b>0.032</b> | -0.39     |             |        |                |           |                |

## Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 106.732        | 29  | 3.68        | 4.24    | 0.000 |
| Residual   | 783.799        | 903 | 0.868       |         |       |
| Hypothesis |                |     |             |         |       |

**Integrity (IV) and Performance Orientation (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.348 Squared multiple R: 0.121

Adjusted squared multiple R: 0.093 Standard error of estimate: 0.810

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.642          | 0.121          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.445       | 0.181     | 0        |           | 30.081 | 0         |
| F03XCFP            | 0.138       | 0.183     | 0.157    | 0.022     | 0.752  | 0.452     |
| F03XCFV            | -0.472      | 0.261     | -0.276   | 0.042     | -1.808 | 0.071     |
| D1                 | 0.638       | 0.189     | 0.371    | 0.08      | 3.371  | 0.001     |
| D2                 | 0.646       | 0.228     | 0.243    | 0.132     | 2.833  | 0.005     |
| D3                 | 0.36        | 0.217     | 0.149    | 0.12      | 1.66   | 0.097     |
| D4                 | 0.339       | 0.237     | 0.102    | 0.194     | 1.433  | 0.152     |
| F03XCFP*F03XCFP    | -0.049      | 0.043     | -0.136   | 0.067     | -1.126 | 0.261     |
| F03XCFP*F03XCFV    | -0.385      | 0.216     | -0.327   | 0.029     | -1.778 | 0.076     |
| F03XCFV*F03XCFV    | 0.314       | 0.349     | 0.173    | 0.026     | 0.9    | 0.368     |
| D1*F03XCFP         | -0.087      | 0.196     | -0.071   | 0.037     | -0.443 | 0.658     |
| D1*F03XCFV         | 0.419       | 0.279     | 0.202    | 0.054     | 1.503  | 0.133     |
| D2*F03XCFP         | 0.153       | 0.256     | 0.062    | 0.091     | 0.6    | 0.549     |
| D2*F03XCFV         | 0.249       | 0.356     | 0.055    | 0.159     | 0.7    | 0.484     |
| D3*F03XCFP         | -0.382      | 0.239     | -0.168   | 0.088     | -1.597 | 0.111     |
| D3*F03XCFV         | 0.65        | 0.313     | 0.166    | 0.152     | 2.074  | 0.038     |
| D4*F03XCFP         | -0.356      | 0.27      | -0.119   | 0.118     | -1.317 | 0.188     |
| D4*F03XCFV         | 0.26        | 0.36      | 0.044    | 0.266     | 0.723  | 0.47      |
| D1*F03XCFP*F03XCFP | 0.066       | 0.052     | 0.124    | 0.103     | 1.281  | 0.201     |
| D1*F03XCFP*F03XCFV | 0.338       | 0.233     | 0.227    | 0.04      | 1.454  | 0.146     |
| D1*F03XCFV*F03XCFV | -0.187      | 0.363     | -0.1     | 0.026     | -0.515 | 0.607     |
| D2*F03XCFP*F03XCFP | 0.147       | 0.097     | 0.114    | 0.172     | 1.522  | 0.128     |
| D2*F03XCFP*F03XCFV | 0.35        | 0.299     | 0.085    | 0.185     | 1.17   | 0.242     |
| D2*F03XCFV*F03XCFV | -0.286      | 0.463     | -0.047   | 0.167     | -0.618 | 0.537     |
| D3*F03XCFP*F03XCFP | -0.061      | 0.076     | -0.068   | 0.136     | -0.807 | 0.42      |
| D3*F03XCFP*F03XCFV | 0.592       | 0.255     | 0.202    | 0.127     | 2.317  | 0.021     |
| D3*F03XCFV*F03XCFV | -0.246      | 0.437     | -0.049   | 0.128     | -0.562 | 0.574     |
| D4*F03XCFP*F03XCFP | 0.051       | 0.117     | 0.033    | 0.172     | 0.432  | 0.666     |
| D4*F03XCFP*F03XCFV | 0.492       | 0.289     | 0.098    | 0.291     | 1.699  | 0.09      |
| D4*F03XCFV*F03XCFV | -0.544      | 0.447     | -0.085   | 0.202     | -1.218 | 0.223     |

|                    | P            | Direction | Effect Size |        |                |        |                |  |
|--------------------|--------------|-----------|-------------|--------|----------------|--------|----------------|--|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.134        | -0.334    | 0.138       | -0.472 | -0.049         | -0.385 | 0.314          |  |
| Fit Curve          | 0.76         | -0.12     |             |        |                |        |                |  |
| Misfit Slope       | 0.12         | 0.61      |             |        |                |        |                |  |
| Misfit Curve       | 0.133        | 0.65      |             |        |                |        |                |  |
| <b>USA</b>         |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.168        | -0.002    | 0.051       | -0.053 | 0.017          | -0.047 | 0.127          |  |
| Fit Curve          | 0.583        | 0.097     |             |        |                |        |                |  |
| Misfit Slope       | 0.227        | 0.942     |             |        |                |        |                |  |
| Misfit Curve       | 0.324        | 0.191     |             |        |                |        |                |  |
| <b>BRAZIL</b>      |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.199        | 0.068     | 0.291       | -0.223 | 0.098          | -0.035 | 0.028          |  |
| Fit Curve          | 0.667        | 0.091     |             |        |                |        |                |  |
| Misfit Slope       | 0.858        | 0.514     |             |        |                |        |                |  |
| Misfit Curve       | 0.441        | 0.161     |             |        |                |        |                |  |
| <b>GB</b>          |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.35         | -0.066    | -0.244      | 0.178  | -0.11          | 0.207  | 0.068          |  |
| Fit Curve          | 0.528        | 0.165     |             |        |                |        |                |  |
| Misfit Slope       | <b>0.031</b> | -0.422    |             |        |                |        |                |  |
| Misfit Curve       | 0.11         | -0.249    |             |        |                |        |                |  |
| <b>NETHERLANDS</b> |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.774        | -0.43     | -0.218      | -0.212 | 0.002          | 0.107  | -0.23          |  |
| Fit Curve          | 0.997        | -0.121    |             |        |                |        |                |  |
| Misfit Slope       | 0.255        | -0.006    |             |        |                |        |                |  |
| Misfit Curve       | 0.086        | -0.335    |             |        |                |        |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 81.687         | 29  | 2.817       | 4.29    | 0.000 |
| Residual   | 592.85         | 903 | 0.657       |         |       |
| Hypothesis |                |     |             |         |       |

**Integrity (IV) and Encourager (DV)**

Dep Var: F07RAWFP N: 933 Multiple R: 0.301 Squared multiple R: 0.091

Adjusted squared multiple R: 0.062 Standard error of estimate: 1.187

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| 3.032          | 0.091          | P        | P       |
|                |                | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.135       | 0.265     | 0        |           | 19.363 | 0         |
| F03XCFP            | 0.596       | 0.268     | 0.473    | 0.022     | 2.223  | 0.026     |
| F03XCFV            | -0.677      | 0.383     | -0.275   | 0.042     | -1.768 | 0.077     |
| D1                 | 0.217       | 0.278     | 0.088    | 0.08      | 0.784  | 0.433     |
| D2                 | 0.081       | 0.334     | 0.021    | 0.132     | 0.242  | 0.809     |
| D3                 | -0.047      | 0.318     | -0.014   | 0.12      | -0.149 | 0.882     |
| D4                 | 0.346       | 0.347     | 0.072    | 0.194     | 0.996  | 0.32      |
| F03XCFP*F03XCFP    | -0.049      | 0.064     | -0.095   | 0.067     | -0.771 | 0.441     |
| F03XCFP*F03XCFV    | -0.885      | 0.317     | -0.522   | 0.029     | -2.792 | 0.005     |
| F03XCFV*F03XCFV    | 0.511       | 0.512     | 0.195    | 0.026     | 0.999  | 0.318     |
| D1*F03XCFP         | -0.569      | 0.288     | -0.324   | 0.037     | -1.975 | 0.049     |
| D1*F03XCFV         | 0.783       | 0.408     | 0.263    | 0.054     | 1.917  | 0.056     |
| D2*F03XCFP         | -0.177      | 0.375     | -0.05    | 0.091     | -0.472 | 0.637     |
| D2*F03XCFV         | 0.104       | 0.521     | 0.016    | 0.159     | 0.199  | 0.842     |
| D3*F03XCFP         | -0.848      | 0.35      | -0.26    | 0.088     | -2.422 | 0.016     |
| D3*F03XCFV         | 0.824       | 0.459     | 0.146    | 0.152     | 1.794  | 0.073     |
| D4*F03XCFP         | -0.609      | 0.396     | -0.142   | 0.118     | -1.536 | 0.125     |
| D4*F03XCFV         | 0.549       | 0.527     | 0.064    | 0.266     | 1.042  | 0.298     |
| D1*F03XCFP*F03XCFP | 0.058       | 0.076     | 0.076    | 0.103     | 0.769  | 0.442     |
| D1*F03XCFP*F03XCFV | 0.976       | 0.341     | 0.455    | 0.04      | 2.863  | 0.004     |
| D1*F03XCFV*F03XCFV | -0.474      | 0.532     | -0.176   | 0.026     | -0.892 | 0.373     |
| D2*F03XCFP*F03XCFP | 0.334       | 0.141     | 0.181    | 0.172     | 2.363  | 0.018     |
| D2*F03XCFP*F03XCFV | 0.783       | 0.438     | 0.132    | 0.185     | 1.785  | 0.075     |
| D2*F03XCFV*F03XCFV | -0.072      | 0.679     | -0.008   | 0.167     | -0.106 | 0.916     |
| D3*F03XCFP*F03XCFP | -0.099      | 0.111     | -0.076   | 0.136     | -0.887 | 0.375     |
| D3*F03XCFP*F03XCFV | 1.424       | 0.374     | 0.338    | 0.127     | 3.805  | 0         |
| D3*F03XCFV*F03XCFV | -0.581      | 0.64      | -0.081   | 0.128     | -0.908 | 0.364     |
| D4*F03XCFP*F03XCFP | 0.135       | 0.172     | 0.06     | 0.172     | 0.785  | 0.433     |
| D4*F03XCFP*F03XCFV | 1.053       | 0.424     | 0.146    | 0.291     | 2.484  | 0.013     |
| D4*F03XCFV*F03XCFV | -0.76       | 0.654     | -0.082   | 0.202     | -1.161 | 0.246     |

| JAPAN              | P     | Direction | Effect Size |        |                |           |                |
|--------------------|-------|-----------|-------------|--------|----------------|-----------|----------------|
|                    |       |           | X           | Y      | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| Fit Slope          | 0.804 | -0.081    | 0.596 *     | -0.677 | -0.049         | -0.885 ** | 0.511          |
| Fit Curve          | 0.459 | -0.423    |             |        |                |           |                |
| Misfit Slope       | 0.027 | 1.273     |             |        |                |           |                |
| Misfit Curve       | 0.034 | 1.347     |             |        |                |           |                |
| <b>USA</b>         |       |           |             |        |                |           |                |
| Fit Slope          | 0.543 | 0.133     | 0.027 *     | 0.106  | 0.009          | 0.091 **  | 0.037          |
| Fit Curve          | 0.336 | 0.137     |             |        |                |           |                |
| Misfit Slope       | 0.028 | 1.487     |             |        |                |           |                |
| Misfit Curve       | 0.042 | -0.045    |             |        |                |           |                |
| <b>BRAZIL</b>      |       |           |             |        |                |           |                |
| Fit Slope          | 0.874 | -0.154    | 0.419       | -0.573 | 0.285 *        | -0.102    | 0.439          |
| Fit Curve          | 0.145 | 0.622     |             |        |                |           |                |
| Misfit Slope       | 0.72  | 0.992     |             |        |                |           |                |
| Misfit Curve       | 0.576 | 0.826     |             |        |                |           |                |
| <b>GB</b>          |       |           |             |        |                |           |                |
| Fit Slope          | 0.954 | -0.105    | -0.252 *    | 0.147  | -0.148         | 0.539 *** | -0.07          |
| Fit Curve          | 0.261 | 0.321     |             |        |                |           |                |
| Misfit Slope       | 0.017 | -0.399    |             |        |                |           |                |
| Misfit Curve       | 0.011 | -0.757    |             |        |                |           |                |
| <b>NETHERLANDS</b> |       |           |             |        |                |           |                |
| Fit Slope          | 0.903 | -0.141    | -0.013      | -0.128 | 0.086          | 0.168 *   | -0.249         |
| Fit Curve          | 0.552 | 0.005     |             |        |                |           |                |
| Misfit Slope       | 0.145 | 0.115     |             |        |                |           |                |
| Misfit Curve       | 0.046 | -0.331    |             |        |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 127.143        | 29  | 4.384       | 3.111   | 0.000 |
| Residual   | 1272.684       | 903 | 1.409       |         |       |

**Integrity (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.409 Squared multiple R: 0.167

Adjusted squared multiple R: 0.140 Standard error of estimate: 1.062

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 6.657          | 0.167          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.483       | 0.237     | 0        |           | 10.47  | 0         |
| F03XCFP            | -0.722      | 0.24      | -0.614   | 0.022     | -3.012 | 0.003     |
| F03XCFV            | 0.47        | 0.342     | 0.204    | 0.042     | 1.374  | 0.17      |
| D1                 | -0.235      | 0.248     | -0.102   | 0.08      | -0.948 | 0.343     |
| D2                 | 0.6         | 0.299     | 0.168    | 0.132     | 2.008  | 0.045     |
| D3                 | -0.076      | 0.284     | -0.023   | 0.12      | -0.267 | 0.79      |
| D4                 | 0.164       | 0.31      | 0.036    | 0.194     | 0.528  | 0.598     |
| F03XCFP*F03XCFP    | 0.042       | 0.057     | 0.086    | 0.067     | 0.734  | 0.463     |
| F03XCFP*F03XCFV    | 1.123       | 0.284     | 0.708    | 0.029     | 3.96   | 0         |
| F03XCFV*F03XCFV    | -0.013      | 0.457     | -0.006   | 0.026     | -0.029 | 0.976     |
| D1*F03XCFP         | 0.788       | 0.257     | 0.481    | 0.037     | 3.063  | 0.002     |
| D1*F03XCFV         | -0.673      | 0.365     | -0.242   | 0.054     | -1.844 | 0.066     |
| D2*F03XCFP         | 0.683       | 0.335     | 0.206    | 0.091     | 2.039  | 0.042     |
| D2*F03XCFV         | -0.316      | 0.466     | -0.052   | 0.159     | -0.679 | 0.497     |
| D3*F03XCFP         | 0.888       | 0.313     | 0.291    | 0.088     | 2.835  | 0.005     |
| D3*F03XCFV         | -0.422      | 0.41      | -0.08    | 0.152     | -1.028 | 0.304     |
| D4*F03XCFP         | 0.935       | 0.354     | 0.233    | 0.118     | 2.638  | 0.008     |
| D4*F03XCFV         | 0.067       | 0.471     | 0.008    | 0.266     | 0.142  | 0.887     |
| D1*F03XCFP*F03XCFP | -0.05       | 0.068     | -0.069   | 0.103     | -0.733 | 0.464     |
| D1*F03XCFP*F03XCFV | -1.387      | 0.305     | -0.693   | 0.04      | -4.553 | 0         |
| D1*F03XCFV*F03XCFV | 0.195       | 0.475     | 0.078    | 0.026     | 0.41   | 0.682     |
| D2*F03XCFP*F03XCFP | 0.048       | 0.127     | 0.028    | 0.172     | 0.377  | 0.706     |
| D2*F03XCFP*F03XCFV | -1.082      | 0.392     | -0.195   | 0.185     | -2.76  | 0.006     |
| D2*F03XCFV*F03XCFV | -0.307      | 0.607     | -0.038   | 0.167     | -0.506 | 0.613     |
| D3*F03XCFP*F03XCFP | 0.059       | 0.099     | 0.049    | 0.136     | 0.594  | 0.553     |
| D3*F03XCFP*F03XCFV | -1.413      | 0.335     | -0.359   | 0.127     | -4.223 | 0         |
| D3*F03XCFV*F03XCFV | 0.016       | 0.573     | 0.002    | 0.128     | 0.028  | 0.978     |
| D4*F03XCFP*F03XCFP | -0.081      | 0.154     | -0.038   | 0.172     | -0.525 | 0.6       |
| D4*F03XCFP*F03XCFV | -1.106      | 0.379     | -0.164   | 0.291     | -2.916 | 0.004     |
| D4*F03XCFV*F03XCFV | 0.847       | 0.585     | 0.098    | 0.202     | 1.447  | 0.148     |

| Country            | P            | Direction | Effect Size |        |                |            |                |
|--------------------|--------------|-----------|-------------|--------|----------------|------------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY         | Y <sup>2</sup> |
| <b>JAPAN</b>       | 0.391        | -0.252    | -0.722 **   | 0.47   | 0.042          | 1.123 ***  | -0.013         |
|                    | <b>0.025</b> | 1.152     |             |        |                |            |                |
|                    | <b>0.02</b>  | -1.192    |             |        |                |            |                |
|                    | 0.054        | -1.094    |             |        |                |            |                |
| <b>USA</b>         | 0.714        | -0.137    | 0.066 **    | -0.203 | -0.008         | -0.264 *** | 0.182          |
|                    | <b>0.017</b> | -0.09     |             |        |                |            |                |
|                    | <b>0.008</b> | -1.077    |             |        |                |            |                |
|                    | <b>0.012</b> | 0.438     |             |        |                |            |                |
| <b>BRAZIL</b>      | 0.372        | 0.115     | -0.039 *    | 0.154  | 0.09           | 0.041 **   | -0.32          |
|                    | <b>0.037</b> | -0.189    |             |        |                |            |                |
|                    | 0.154        | -0.193    |             |        |                |            |                |
|                    | 0.324        | -0.271    |             |        |                |            |                |
| <b>GB</b>          | 0.216        | 0.214     | 0.166 **    | 0.048  | 0.101          | -0.29 ***  | 0.003          |
|                    | <b>0.024</b> | -0.186    |             |        |                |            |                |
|                    | <b>0.037</b> | 0.118     |             |        |                |            |                |
|                    | <b>0.043</b> | 0.394     |             |        |                |            |                |
| <b>NETHERLANDS</b> | <b>0.022</b> | 0.75      | 0.213 **    | 0.537  | -0.039         | 0.017 **   | 0.834          |
|                    | 0.598        | 0.812     |             |        |                |            |                |
|                    | 0.222        | -0.324    |             |        |                |            |                |
|                    | <b>0.013</b> | 0.778     |             |        |                |            |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 204.319        | 29  | 7.045       | 6.253   | 0.000 |
| Residual   | 1017.492       | 903 | 1.127       |         |       |



**Integrity (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.330 Squared multiple R: 0.109

Adjusted squared multiple R: 0.080 Standard error of estimate: 1.260

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.111          | 0.109          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.171       | 0.281     | 0        |           | 7.712  | 0         |
| F03XCFP            | -0.326      | 0.284     | -0.242   | 0.022     | -1.148 | 0.251     |
| F03XCFV            | 0.636       | 0.406     | 0.241    | 0.042     | 1.565  | 0.118     |
| D1                 | 0.139       | 0.295     | 0.052    | 0.08      | 0.473  | 0.637     |
| D2                 | 0.732       | 0.354     | 0.178    | 0.132     | 2.065  | 0.039     |
| D3                 | 0.528       | 0.337     | 0.142    | 0.12      | 1.568  | 0.117     |
| D4                 | -0.007      | 0.368     | -0.001   | 0.194     | -0.019 | 0.985     |
| F03XCFP*F03XCFP    | 0.179       | 0.067     | 0.323    | 0.067     | 2.657  | 0.008     |
| F03XCFP*F03XCFV    | 1.007       | 0.337     | 0.554    | 0.029     | 2.992  | 0.003     |
| F03XCFV*F03XCFV    | -0.287      | 0.543     | -0.102   | 0.026     | -0.528 | 0.598     |
| D1*F03XCFP         | 0.198       | 0.306     | 0.105    | 0.037     | 0.648  | 0.517     |
| D1*F03XCFV         | -0.581      | 0.433     | -0.182   | 0.054     | -1.341 | 0.18      |
| D2*F03XCFP         | 0.332       | 0.398     | 0.087    | 0.091     | 0.835  | 0.404     |
| D2*F03XCFV         | -0.196      | 0.553     | -0.028   | 0.159     | -0.353 | 0.724     |
| D3*F03XCFP         | 0.12        | 0.372     | 0.034    | 0.088     | 0.322  | 0.747     |
| D3*F03XCFV         | -0.517      | 0.487     | -0.086   | 0.152     | -1.062 | 0.289     |
| D4*F03XCFP         | 0.709       | 0.421     | 0.154    | 0.118     | 1.687  | 0.092     |
| D4*F03XCFV         | -0.614      | 0.559     | -0.067   | 0.266     | -1.098 | 0.272     |
| D1*F03XCFP*F03XCFP | -0.237      | 0.08      | -0.288   | 0.103     | -2.949 | 0.003     |
| D1*F03XCFP*F03XCFV | -1.007      | 0.362     | -0.438   | 0.04      | -2.783 | 0.006     |
| D1*F03XCFV*F03XCFV | 0.324       | 0.564     | 0.112    | 0.026     | 0.574  | 0.566     |
| D2*F03XCFP*F03XCFP | -0.289      | 0.15      | -0.146   | 0.172     | -1.927 | 0.054     |
| D2*F03XCFP*F03XCFV | -1.013      | 0.465     | -0.159   | 0.185     | -2.177 | 0.03      |
| D2*F03XCFV*F03XCFV | 0.999       | 0.721     | 0.107    | 0.167     | 1.387  | 0.166     |
| D3*F03XCFP*F03XCFP | -0.207      | 0.118     | -0.149   | 0.136     | -1.751 | 0.08      |
| D3*F03XCFP*F03XCFV | -0.897      | 0.397     | -0.199   | 0.127     | -2.258 | 0.024     |
| D3*F03XCFV*F03XCFV | 0.043       | 0.68      | 0.005    | 0.128     | 0.063  | 0.95      |
| D4*F03XCFP*F03XCFP | -0.092      | 0.182     | -0.038   | 0.172     | -0.502 | 0.616     |
| D4*F03XCFP*F03XCFV | -1.548      | 0.45      | -0.2     | 0.291     | -3.438 | 0.001     |
| D4*F03XCFV*F03XCFV | 1.393       | 0.695     | 0.14     | 0.202     | 2.005  | 0.045     |

| Country            | P     | Direction | Effect Size |       |                |           |                |
|--------------------|-------|-----------|-------------|-------|----------------|-----------|----------------|
|                    |       |           | X           | Y     | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| <b>JAPAN</b>       | 0.374 | 0.31      | -0.326      | 0.636 | 0.179 **       | 1.007 **  | -0.287         |
|                    | 0.139 | 0.899     |             |       |                |           |                |
|                    | 0.115 | -0.962    |             |       |                |           |                |
|                    | 0.098 | -1.115    |             |       |                |           |                |
| <b>USA</b>         | 0.305 | -0.073    | -0.128      | 0.055 | -0.058 **      | 0 **      | 0.037          |
|                    | 0.136 | -0.021    |             |       |                |           |                |
|                    | 0.231 | -1.345    |             |       |                |           |                |
|                    | 0.131 | -0.021    |             |       |                |           |                |
| <b>BRAZIL</b>      | 0.78  | 0.446     | 0.006       | 0.44  | -0.11          | -0.006 *  | 0.712          |
|                    | 0.691 | 0.596     |             |       |                |           |                |
|                    | 0.526 | -0.434    |             |       |                |           |                |
|                    | 0.082 | 0.608     |             |       |                |           |                |
| <b>GB</b>          | 0.373 | -0.087    | -0.206      | 0.119 | -0.028         | 0.11 *    | -0.244         |
|                    | 0.131 | -0.162    |             |       |                |           |                |
|                    | 0.391 | -0.325    |             |       |                |           |                |
|                    | 0.401 | -0.382    |             |       |                |           |                |
| <b>NETHERLANDS</b> | 0.855 | 0.405     | 0.383       | 0.022 | 0.087          | -0.541 ** | 1.106          |
|                    | 0.747 | 0.652     |             |       |                |           |                |
|                    | 0.116 | 0.361     |             |       |                |           |                |
|                    | 0.001 | 1.734     |             |       |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 174.712        | 29  | 6.025       | 3.795   | 0.000 |
| Residual   | 1433.669       | 903 | 1.588       |         |       |
| Hypothesis |                |     |             |         |       |

**Integrity (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.307 Squared multiple R: 0.094

Adjusted squared multiple R: 0.065 Standard error of estimate: 1.325

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.542          | 0.094          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 3.223       | 0.296     | 0        |           | 10.892 | 0         |
| F03XCFP            | -0.136      | 0.299     | -0.097   | 0.022     | -0.456 | 0.648     |
| F03XCFV            | -0.573      | 0.427     | -0.208   | 0.042     | -1.341 | 0.18      |
| D1                 | -0.836      | 0.31      | -0.302   | 0.08      | -2.698 | 0.007     |
| D2                 | -0.546      | 0.373     | -0.127   | 0.132     | -1.464 | 0.143     |
| D3                 | -0.582      | 0.354     | -0.15    | 0.12      | -1.641 | 0.101     |
| D4                 | -0.753      | 0.387     | -0.14    | 0.194     | -1.944 | 0.052     |
| F03XCFP*F03XCFP    | 0.153       | 0.071     | 0.264    | 0.067     | 2.157  | 0.031     |
| F03XCFP*F03XCFV    | 0.464       | 0.354     | 0.245    | 0.029     | 1.312  | 0.19      |
| F03XCFV*F03XCFV    | -0.696      | 0.571     | -0.238   | 0.026     | -1.218 | 0.223     |
| D1*F03XCFP         | 0.014       | 0.321     | 0.007    | 0.037     | 0.043  | 0.966     |
| D1*F03XCFV         | 0.637       | 0.456     | 0.191    | 0.054     | 1.397  | 0.163     |
| D2*F03XCFP         | -0.14       | 0.418     | -0.035   | 0.091     | -0.335 | 0.738     |
| D2*F03XCFV         | 0.981       | 0.582     | 0.134    | 0.159     | 1.686  | 0.092     |
| D3*F03XCFP         | 0.156       | 0.391     | 0.043    | 0.088     | 0.399  | 0.69      |
| D3*F03XCFV         | 0.711       | 0.512     | 0.113    | 0.152     | 1.388  | 0.165     |
| D4*F03XCFP         | 0.271       | 0.442     | 0.056    | 0.118     | 0.613  | 0.54      |
| D4*F03XCFV         | 0.99        | 0.588     | 0.103    | 0.266     | 1.684  | 0.093     |
| D1*F03XCFP*F03XCFP | -0.191      | 0.085     | -0.222   | 0.103     | -2.26  | 0.024     |
| D1*F03XCFP*F03XCFV | -0.233      | 0.38      | -0.097   | 0.04      | -0.613 | 0.54      |
| D1*F03XCFV*F03XCFV | 0.467       | 0.593     | 0.155    | 0.026     | 0.788  | 0.431     |
| D2*F03XCFP*F03XCFP | -0.316      | 0.158     | -0.153   | 0.172     | -2.003 | 0.046     |
| D2*F03XCFP*F03XCFV | -0.1        | 0.489     | -0.015   | 0.185     | -0.203 | 0.839     |
| D2*F03XCFV*F03XCFV | 0.718       | 0.758     | 0.074    | 0.167     | 0.948  | 0.343     |
| D3*F03XCFP*F03XCFP | -0.104      | 0.124     | -0.072   | 0.136     | -0.838 | 0.403     |
| D3*F03XCFP*F03XCFV | -0.794      | 0.418     | -0.169   | 0.127     | -1.902 | 0.058     |
| D3*F03XCFV*F03XCFV | 0.648       | 0.715     | 0.08     | 0.128     | 0.906  | 0.365     |
| D4*F03XCFP*F03XCFP | -0.178      | 0.192     | -0.071   | 0.172     | -0.926 | 0.355     |
| D4*F03XCFP*F03XCFV | -0.797      | 0.473     | -0.099   | 0.291     | -1.684 | 0.093     |
| D4*F03XCFV*F03XCFV | 1.907       | 0.73      | 0.184    | 0.202     | 2.612  | 0.009     |

| Country            | P            | Direction | Effect Size |        |                |        |                |
|--------------------|--------------|-----------|-------------|--------|----------------|--------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| <b>JAPAN</b>       |              |           |             |        |                |        |                |
| Fit Slope          | 0.053        | -0.709    | -0.136      | -0.573 | 0.153          | 0.464  | -0.696         |
| Fit Curve          | 0.902        | -0.079    |             |        |                |        |                |
| Misfit Slope       | 0.496        | 0.437     |             |        |                |        |                |
| Misfit Curve       | 0.155        | -1.007    |             |        |                |        |                |
| <b>USA</b>         |              |           |             |        |                |        |                |
| Fit Slope          | 0.098        | -0.058    | -0.122      | 0.064  | -0.038         | 0.231  | -0.229         |
| Fit Curve          | 0.947        | -0.036    |             |        |                |        |                |
| Misfit Slope       | 0.362        | 1.088     |             |        |                |        |                |
| Misfit Curve       | 0.503        | -0.498    |             |        |                |        |                |
| <b>BRAZIL</b>      |              |           |             |        |                |        |                |
| Fit Slope          | 0.101        | 0.132     | -0.276      | 0.408  | -0.163         | 0.364  | 0.022          |
| Fit Curve          | 0.705        | 0.223     |             |        |                |        |                |
| Misfit Slope       | 0.2          | -0.684    |             |        |                |        |                |
| Misfit Curve       | 0.629        | -0.505    |             |        |                |        |                |
| <b>GB</b>          |              |           |             |        |                |        |                |
| Fit Slope          | 0.065        | 0.158     | 0.02        | 0.138  | 0.049          | -0.33  | -0.048         |
| Fit Curve          | 0.734        | -0.329    |             |        |                |        |                |
| Misfit Slope       | 0.477        | -0.118    |             |        |                |        |                |
| Misfit Curve       | 0.145        | 0.331     |             |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |             |        |                |        |                |
| Fit Slope          | <b>0.021</b> | 0.552     | 0.135       | 0.417  | -0.025         | -0.333 | 1.211          |
| Fit Curve          | 0.246        | 0.853     |             |        |                |        |                |
| Misfit Slope       | 0.417        | -0.282    |             |        |                |        |                |
| Misfit Curve       | <b>0.007</b> | 1.519     |             |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 165.223        | 29  | 5.697       | 3.246   | 0.000 |
| Residual   | 1584.796       | 903 | 1.755       |         |       |
| Hypothesis |                |     |             |         |       |

**Team Building (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.334 Squared multiple R: 0.112

Adjusted squared multiple R: 0.083 Standard error of estimate: 0.932

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.965          | 0.112          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.881       | 0.183     | 0        |           | 32.112 | 0         |
| F19XCFP            | 0.062       | 0.233     | 0.063    | 0.018     | 0.268  | 0.789     |
| F19XCFV            | -0.697      | 0.367     | -0.402   | 0.022     | -1.899 | 0.058     |
| D1                 | 0.269       | 0.194     | 0.137    | 0.101     | 1.383  | 0.167     |
| D2                 | 0.194       | 0.245     | 0.064    | 0.152     | 0.792  | 0.429     |
| D3                 | -0.004      | 0.229     | -0.001   | 0.143     | -0.017 | 0.987     |
| D4                 | 0.347       | 0.293     | 0.091    | 0.167     | 1.185  | 0.236     |
| F19XCFP*F19XCFP    | -0.201      | 0.061     | -0.458   | 0.051     | -3.281 | 0.001     |
| F19XCFP*F19XCFV    | -0.258      | 0.212     | -0.193   | 0.039     | -1.214 | 0.225     |
| F19XCFV*F19XCFV    | 0.48        | 0.38      | 0.271    | 0.021     | 1.265  | 0.206     |
| D1*F19XCFP         | 0.076       | 0.246     | 0.057    | 0.029     | 0.31   | 0.757     |
| D1*F19XCFV         | 0.59        | 0.38      | 0.283    | 0.03      | 1.553  | 0.121     |
| D2*F19XCFP         | -0.264      | 0.316     | -0.095   | 0.076     | -0.836 | 0.403     |
| D2*F19XCFV         | 0.57        | 0.44      | 0.137    | 0.088     | 1.294  | 0.196     |
| D3*F19XCFP         | -0.122      | 0.304     | -0.049   | 0.066     | -0.4   | 0.689     |
| D3*F19XCFV         | 0.446       | 0.452     | 0.114    | 0.073     | 0.987  | 0.324     |
| D4*F19XCFP         | -0.128      | 0.356     | -0.042   | 0.072     | -0.36  | 0.719     |
| D4*F19XCFV         | 0.61        | 0.509     | 0.114    | 0.109     | 1.199  | 0.231     |
| D1*F19XCFP*F19XCFP | 0.24        | 0.069     | 0.387    | 0.079     | 3.472  | 0.001     |
| D1*F19XCFP*F19XCFV | 0.176       | 0.226     | 0.097    | 0.063     | 0.777  | 0.437     |
| D1*F19XCFV*F19XCFV | -0.476      | 0.393     | -0.207   | 0.034     | -1.213 | 0.225     |
| D2*F19XCFP*F19XCFP | 0.16        | 0.121     | 0.099    | 0.173     | 1.321  | 0.187     |
| D2*F19XCFP*F19XCFV | 0.445       | 0.297     | 0.121    | 0.152     | 1.5    | 0.134     |
| D2*F19XCFV*F19XCFV | -0.523      | 0.395     | -0.18    | 0.053     | -1.325 | 0.185     |
| D3*F19XCFP*F19XCFP | 0.183       | 0.094     | 0.188    | 0.106     | 1.954  | 0.051     |
| D3*F19XCFP*F19XCFV | 0.159       | 0.323     | 0.038    | 0.164     | 0.492  | 0.623     |
| D3*F19XCFV*F19XCFV | -0.483      | 0.466     | -0.113   | 0.083     | -1.036 | 0.301     |
| D4*F19XCFP*F19XCFP | 0.2         | 0.117     | 0.146    | 0.135     | 1.707  | 0.088     |
| D4*F19XCFP*F19XCFV | 0.184       | 0.321     | 0.044    | 0.165     | 0.572  | 0.567     |
| D4*F19XCFV*F19XCFV | -0.545      | 0.413     | -0.14    | 0.088     | -1.321 | 0.187     |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.048</b> | -0.635    | 0.062  | -0.697 | -0.201 **      | -0.258 | 0.48           |
| Fit Curve          | 0.955        | 0.021     |        |        |                |        |                |
| Misfit Slope       | 0.148        | 0.759     |        |        |                |        |                |
| Misfit Curve       | 0.274        | 0.537     |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.047</b> | 0.031     | 0.138  | -0.107 | 0.039 **       | -0.082 | 0.004          |
| Fit Curve          | 0.881        | -0.039    |        |        |                |        |                |
| Misfit Slope       | 0.346        | 1.425     |        |        |                |        |                |
| Misfit Curve       | 0.42         | 0.125     |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.423        | -0.329    | -0.202 | -0.127 | -0.041         | 0.187  | -0.043         |
| Fit Curve          | 0.855        | 0.103     |        |        |                |        |                |
| Misfit Slope       | 0.21         | -0.075    |        |        |                |        |                |
| Misfit Curve       | 0.154        | -0.271    |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.396        | -0.311    | -0.06  | -0.251 | -0.018         | -0.099 | -0.003         |
| Fit Curve          | 0.758        | -0.12     |        |        |                |        |                |
| Misfit Slope       | 0.396        | 0.191     |        |        |                |        |                |
| Misfit Curve       | 0.509        | 0.078     |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.244        | -0.153    | -0.066 | -0.087 | -0.001         | -0.074 | -0.065         |
| Fit Curve          | 0.732        | -0.14     |        |        |                |        |                |
| Misfit Slope       | 0.341        | 0.021     |        |        |                |        |                |
| Misfit Curve       | 0.374        | 0.008     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 98.595         | 29  | 3.4         | 3.914   | 0.000 |
| Residual   | 784.373        | 903 | 0.869       |         |       |
| Hypothesis |                |     |             |         |       |

**Team Building (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.330 Squared multiple R: 0.109

Adjusted squared multiple R: 0.080 Standard error of estimate: 1.314

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.003          | 0.109          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.231       | 0.258     | 0        |           | 8.641  | 0         |
| F19XCFP            | -0.527      | 0.328     | -0.376   | 0.018     | -1.606 | 0.109     |
| F19XCFV            | -0.128      | 0.518     | -0.052   | 0.022     | -0.247 | 0.805     |
| D1                 | 0.034       | 0.274     | 0.012    | 0.101     | 0.124  | 0.901     |
| D2                 | 0.685       | 0.345     | 0.16     | 0.152     | 1.983  | 0.048     |
| D3                 | 0.312       | 0.322     | 0.08     | 0.143     | 0.967  | 0.334     |
| D4                 | 0.328       | 0.413     | 0.061    | 0.167     | 0.795  | 0.427     |
| F19XCFP*F19XCFP    | 0.161       | 0.086     | 0.26     | 0.051     | 1.864  | 0.063     |
| F19XCFP*F19XCFV    | 0.327       | 0.299     | 0.174    | 0.039     | 1.093  | 0.275     |
| F19XCFV*F19XCFV    | 1.077       | 0.536     | 0.432    | 0.021     | 2.011  | 0.045     |
| D1*F19XCFP         | 0.447       | 0.347     | 0.237    | 0.029     | 1.29   | 0.197     |
| D1*F19XCFV         | 0.166       | 0.535     | 0.056    | 0.03      | 0.309  | 0.757     |
| D2*F19XCFP         | 0.659       | 0.445     | 0.168    | 0.076     | 1.48   | 0.139     |
| D2*F19XCFV         | 0.177       | 0.621     | 0.03     | 0.088     | 0.285  | 0.776     |
| D3*F19XCFP         | 0.423       | 0.429     | 0.121    | 0.066     | 0.987  | 0.324     |
| D3*F19XCFV         | 0.56        | 0.637     | 0.102    | 0.073     | 0.879  | 0.379     |
| D4*F19XCFP         | 0.925       | 0.502     | 0.216    | 0.072     | 1.844  | 0.066     |
| D4*F19XCFV         | 0.345       | 0.718     | 0.046    | 0.109     | 0.48   | 0.631     |
| D1*F19XCFP*F19XCFP | -0.167      | 0.097     | -0.191   | 0.079     | -1.71  | 0.088     |
| D1*F19XCFP*F19XCFV | -0.257      | 0.318     | -0.101   | 0.063     | -0.807 | 0.42      |
| D1*F19XCFV*F19XCFV | -0.989      | 0.554     | -0.305   | 0.034     | -1.787 | 0.074     |
| D2*F19XCFP*F19XCFP | -0.357      | 0.17      | -0.158   | 0.173     | -2.096 | 0.036     |
| D2*F19XCFP*F19XCFV | -0.608      | 0.418     | -0.117   | 0.152     | -1.453 | 0.147     |
| D2*F19XCFV*F19XCFV | -0.933      | 0.556     | -0.228   | 0.053     | -1.677 | 0.094     |
| D3*F19XCFP*F19XCFP | -0.215      | 0.132     | -0.157   | 0.106     | -1.626 | 0.104     |
| D3*F19XCFP*F19XCFV | -0.224      | 0.455     | -0.038   | 0.164     | -0.491 | 0.624     |
| D3*F19XCFV*F19XCFV | -1.115      | 0.658     | -0.185   | 0.083     | -1.696 | 0.09      |
| D4*F19XCFP*F19XCFP | -0.022      | 0.165     | -0.011   | 0.135     | -0.132 | 0.895     |
| D4*F19XCFP*F19XCFV | -0.242      | 0.453     | -0.041   | 0.165     | -0.534 | 0.594     |
| D4*F19XCFV*F19XCFV | -0.712      | 0.582     | -0.13    | 0.088     | -1.223 | 0.221     |

| Country            | P            | Direction | Effect Size |        |                |        |                |  |
|--------------------|--------------|-----------|-------------|--------|----------------|--------|----------------|--|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.149        | -0.655    | -0.527      | -0.128 | 0.161          | 0.327  | 1.077          |  |
| Fit Curve          | <b>0.005</b> | 1.565     |             |        |                |        |                |  |
| Misfit Slope       | 0.589        | -0.399    |             |        |                |        |                |  |
| Misfit Curve       | 0.188        | 0.911     |             |        |                |        |                |  |
| <b>USA</b>         |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.195        | -0.042    | -0.08       | 0.038  | -0.006         | 0.07   | 0.088          |  |
| Fit Curve          | <b>0.014</b> | 0.152     |             |        |                |        |                |  |
| Misfit Slope       | 0.714        | 0.214     |             |        |                |        |                |  |
| Misfit Curve       | 0.213        | 0.012     |             |        |                |        |                |  |
| <b>BRAZIL</b>      |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.121        | 0.181     | 0.132       | 0.049  | -0.196         | -0.281 | 0.144          |  |
| Fit Curve          | <b>0.003</b> | -0.333    |             |        |                |        |                |  |
| Misfit Slope       | 0.607        | 0.083     |             |        |                |        |                |  |
| Misfit Curve       | 0.394        | 0.229     |             |        |                |        |                |  |
| <b>GB</b>          |              |           |             |        |                |        |                |  |
| Fit Slope          | 0.068        | 0.328     | -0.104      | 0.432  | -0.054         | 0.103  | -0.038         |  |
| Fit Curve          | <b>0.016</b> | 0.011     |             |        |                |        |                |  |
| Misfit Slope       | 0.884        | -0.536    |             |        |                |        |                |  |
| Misfit Curve       | 0.258        | -0.195    |             |        |                |        |                |  |
| <b>NETHERLANDS</b> |              |           |             |        |                |        |                |  |
| Fit Slope          | <b>0.029</b> | 0.615     | 0.398       | 0.217  | 0.139          | 0.085  | 0.365          |  |
| Fit Curve          | 0.142        | 0.589     |             |        |                |        |                |  |
| Misfit Slope       | 0.595        | 0.181     |             |        |                |        |                |  |
| Misfit Curve       | 0.557        | 0.419     |             |        |                |        |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 190.94         | 29  | 6.584       | 3.813   | 0.000 |
| Residual   | 1559.079       | 903 | 1.727       |         |       |
| Hypothesis |                |     |             |         |       |

Encourager (IV) and Team Builder (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.327 Squared multiple R: 0.107

Adjusted squared multiple R: 0.078 Standard error of estimate: 0.938

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.521          | 0.107          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.082       | 0.187     | 0        |           | 27.244 | 0         |
| F07XCFP            | -0.126      | 0.164     | -0.159   | 0.023     | -0.769 | 0.442     |
| F07XCFV            | -0.653      | 0.377     | -0.412   | 0.017     | -1.734 | 0.083     |
| D1                 | 0.696       | 0.197     | 0.352    | 0.099     | 3.529  | 0         |
| D2                 | 0.662       | 0.251     | 0.217    | 0.146     | 2.636  | 0.009     |
| D3                 | 0.25        | 0.237     | 0.09     | 0.135     | 1.055  | 0.292     |
| D4                 | 0.648       | 0.292     | 0.169    | 0.171     | 2.218  | 0.027     |
| F07XCFP*F07XCFP    | -0.107      | 0.042     | -0.37    | 0.046     | -2.53  | 0.012     |
| F07XCFP*F07XCFV    | 0.099       | 0.149     | 0.124    | 0.029     | 0.666  | 0.506     |
| F07XCFV*F07XCFV    | 0.747       | 0.367     | 0.609    | 0.011     | 2.034  | 0.042     |
| D1*F07XCFP         | 0.21        | 0.178     | 0.2      | 0.034     | 1.177  | 0.24      |
| D1*F07XCFV         | 0.403       | 0.387     | 0.227    | 0.021     | 1.042  | 0.298     |
| D2*F07XCFP         | 0.062       | 0.246     | 0.027    | 0.086     | 0.25   | 0.803     |
| D2*F07XCFV         | 0.746       | 0.505     | 0.197    | 0.056     | 1.477  | 0.14      |
| D3*F07XCFP         | -0.15       | 0.226     | -0.072   | 0.083     | -0.662 | 0.508     |
| D3*F07XCFV         | 0.607       | 0.454     | 0.189    | 0.05      | 1.338  | 0.181     |
| D4*F07XCFP         | 0.108       | 0.263     | 0.044    | 0.086     | 0.412  | 0.68      |
| D4*F07XCFV         | 0.585       | 0.457     | 0.133    | 0.091     | 1.279  | 0.201     |
| D1*F07XCFP*F07XCFP | 0.119       | 0.047     | 0.315    | 0.063     | 2.523  | 0.012     |
| D1*F07XCFP*F07XCFV | -0.163      | 0.16      | -0.162   | 0.039     | -1.015 | 0.31      |
| D1*F07XCFV*F07XCFV | -0.702      | 0.372     | -0.563   | 0.011     | -1.889 | 0.059     |
| D2*F07XCFP*F07XCFP | 0.105       | 0.076     | 0.104    | 0.173     | 1.373  | 0.17      |
| D2*F07XCFP*F07XCFV | 0.047       | 0.216     | 0.017    | 0.162     | 0.217  | 0.828     |
| D2*F07XCFV*F07XCFV | -1.073      | 0.481     | -0.299   | 0.055     | -2.232 | 0.026     |
| D3*F07XCFP*F07XCFP | 0.013       | 0.063     | 0.017    | 0.151     | 0.212  | 0.832     |
| D3*F07XCFP*F07XCFV | 0.053       | 0.196     | 0.021    | 0.161     | 0.27   | 0.787     |
| D3*F07XCFV*F07XCFV | -0.717      | 0.425     | -0.237   | 0.05      | -1.686 | 0.092     |
| D4*F07XCFP*F07XCFP | 0.077       | 0.068     | 0.093    | 0.142     | 1.118  | 0.264     |
| D4*F07XCFP*F07XCFV | -0.259      | 0.231     | -0.082   | 0.184     | -1.121 | 0.263     |
| D4*F07XCFV*F07XCFV | -0.901      | 0.442     | -0.223   | 0.083     | -2.041 | 0.042     |

| JAPAN              | P     | Direction | Effect Size |        |                |        |                |
|--------------------|-------|-----------|-------------|--------|----------------|--------|----------------|
|                    |       |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| Fit Slope          | 0.062 | -0.779    | -0.126      | -0.653 | -0.107         | 0.099  | 0.747          |
| Fit Curve          | 0.084 | 0.739     |             |        |                |        |                |
| Misfit Slope       | 0.194 | 0.527     |             |        |                |        |                |
| Misfit Curve       | 0.132 | 0.541     |             |        |                |        |                |
| <b>USA</b>         |       |           |             |        |                |        |                |
| Fit Slope          | 0.149 | -0.166    | 0.084       | -0.25  | 0.012          | -0.064 | 0.045          |
| Fit Curve          | 0.083 | -0.007    |             |        |                |        |                |
| Misfit Slope       | 0.651 | 1.14      |             |        |                |        |                |
| Misfit Curve       | 0.26  | 0.121     |             |        |                |        |                |
| <b>BRAZIL</b>      |       |           |             |        |                |        |                |
| Fit Slope          | 0.134 | 0.029     | -0.064      | 0.093  | -0.002         | 0.146  | -0.326         |
| Fit Curve          | 0.088 | -0.182    |             |        |                |        |                |
| Misfit Slope       | 0.242 | -0.157    |             |        |                |        |                |
| Misfit Curve       | 0.047 | -0.474    |             |        |                |        |                |
| <b>GB</b>          |       |           |             |        |                |        |                |
| Fit Slope          | 0.327 | -0.322    | -0.276      | -0.046 | -0.094         | 0.152  | 0.03           |
| Fit Curve          | 0.167 | 0.088     |             |        |                |        |                |
| Misfit Slope       | 0.165 | -0.23     |             |        |                |        |                |
| Misfit Curve       | 0.107 | -0.216    |             |        |                |        |                |
| <b>NETHERLANDS</b> |       |           |             |        |                |        |                |
| Fit Slope          | 0.152 | -0.086    | -0.018      | -0.068 | -0.03          | -0.16  | -0.154         |
| Fit Curve          | 0.038 | -0.344    |             |        |                |        |                |
| Misfit Slope       | 0.401 | 0.05      |             |        |                |        |                |
| Misfit Curve       | 0.243 | -0.024    |             |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 95.412         | 29  | 3.29        | 3.736   | 0.000 |
| Residual   | 795.119        | 903 | 0.881       |         |       |

Encourager (IV) and Elitist (DV)

Dep Var: F16RAWFP N: 933 Multiple R: 0.388 Squared multiple R: 0.151

Adjusted squared multiple R: 0.124 Standard error of estimate: 1.072

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.904          | 0.151          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.918       | 0.213     | 0        |           | 13.694 | 0         |
| F07XCFP            | 0.288       | 0.188     | 0.309    | 0.023     | 1.535  | 0.125     |
| F07XCFV            | 0.671       | 0.43      | 0.361    | 0.017     | 1.558  | 0.12      |
| D1                 | -0.732      | 0.225     | -0.316   | 0.099     | -3.25  | 0.001     |
| D2                 | 0.119       | 0.287     | 0.033    | 0.146     | 0.414  | 0.679     |
| D3                 | -0.503      | 0.271     | -0.155   | 0.135     | -1.857 | 0.064     |
| D4                 | 0.244       | 0.334     | 0.054    | 0.171     | 0.732  | 0.464     |
| F07XCFP*F07XCFP    | 0.144       | 0.048     | 0.424    | 0.046     | 2.969  | 0.003     |
| F07XCFP*F07XCFV    | -0.303      | 0.171     | -0.322   | 0.029     | -1.776 | 0.076     |
| F07XCFV*F07XCFV    | -0.971      | 0.42      | -0.675   | 0.011     | -2.314 | 0.021     |
| D1*F07XCFP         | -0.31       | 0.203     | -0.253   | 0.034     | -1.526 | 0.127     |
| D1*F07XCFV         | -0.614      | 0.442     | -0.296   | 0.021     | -1.388 | 0.165     |
| D2*F07XCFP         | -0.275      | 0.281     | -0.102   | 0.086     | -0.976 | 0.329     |
| D2*F07XCFV         | -0.357      | 0.577     | -0.08    | 0.056     | -0.618 | 0.537     |
| D3*F07XCFP         | -0.067      | 0.258     | -0.028   | 0.083     | -0.258 | 0.797     |
| D3*F07XCFV         | -0.663      | 0.518     | -0.176   | 0.05      | -1.28  | 0.201     |
| D4*F07XCFP         | 0.296       | 0.3       | 0.103    | 0.086     | 0.985  | 0.325     |
| D4*F07XCFV         | -1.182      | 0.522     | -0.23    | 0.091     | -2.266 | 0.024     |
| D1*F07XCFP*F07XCFP | -0.12       | 0.054     | -0.272   | 0.063     | -2.231 | 0.026     |
| D1*F07XCFP*F07XCFV | 0.365       | 0.183     | 0.311    | 0.039     | 1.994  | 0.046     |
| D1*F07XCFV*F07XCFV | 0.894       | 0.425     | 0.612    | 0.011     | 2.106  | 0.035     |
| D2*F07XCFP*F07XCFP | -0.145      | 0.087     | -0.123   | 0.173     | -1.662 | 0.097     |
| D2*F07XCFP*F07XCFV | 0.29        | 0.246     | 0.09     | 0.162     | 1.176  | 0.24      |
| D2*F07XCFV*F07XCFV | 0.857       | 0.549     | 0.204    | 0.055     | 1.561  | 0.119     |
| D3*F07XCFP*F07XCFP | -0.082      | 0.072     | -0.091   | 0.151     | -1.147 | 0.252     |
| D3*F07XCFP*F07XCFV | 0.09        | 0.224     | 0.031    | 0.161     | 0.403  | 0.687     |
| D3*F07XCFV*F07XCFV | 1.046       | 0.486     | 0.295    | 0.05      | 2.152  | 0.032     |
| D4*F07XCFP*F07XCFP | -0.031      | 0.078     | -0.032   | 0.142     | -0.395 | 0.693     |
| D4*F07XCFP*F07XCFV | -0.01       | 0.264     | -0.003   | 0.184     | -0.038 | 0.97      |
| D4*F07XCFV*F07XCFV | 0.962       | 0.504     | 0.203    | 0.083     | 1.906  | 0.057     |

| Effect Size        | P            | Direction | X      | Y        | X <sup>2</sup> | XY      | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|----------|----------------|---------|----------------|
|                    |              |           |        |          |                |         |                |
| <b>JAPAN</b>       |              |           |        |          |                |         |                |
| Fit Slope          | <b>0.044</b> | 0.959     | 0.288  | 0.671    | 0.144 **       | -0.303  | -0.971         |
| Fit Curve          | <b>0.021</b> | -1.13     |        |          |                |         |                |
| Misfit Slope       | 0.409        | -0.383    |        |          |                |         |                |
| Misfit Curve       | 0.201        | -0.524    |        |          |                |         |                |
| <b>USA</b>         |              |           |        |          |                |         |                |
| Fit Slope          | 0.057        | 0.035     | -0.022 | 0.057    | 0.024 *        | 0.062 * | -0.077         |
| Fit Curve          | <b>0.021</b> | 0.009     |        |          |                |         |                |
| Misfit Slope       | 0.535        | -1.307    |        |          |                |         |                |
| Misfit Curve       | 0.337        | -0.115    |        |          |                |         |                |
| <b>BRAZIL</b>      |              |           |        |          |                |         |                |
| Fit Slope          | 0.305        | 0.327     | 0.013  | 0.314    | -0.001         | -0.013  | -0.114         |
| Fit Curve          | 0.104        | -0.128    |        |          |                |         |                |
| Misfit Slope       | 0.902        | -0.301    |        |          |                |         |                |
| Misfit Curve       | 0.468        | -0.102    |        |          |                |         |                |
| <b>GB</b>          |              |           |        |          |                |         |                |
| Fit Slope          | 0.171        | 0.229     | 0.221  | 0.008    | 0.062          | -0.213  | 0.075          |
| Fit Curve          | <b>0.05</b>  | -0.076    |        |          |                |         |                |
| Misfit Slope       | 0.338        | 0.213     |        |          |                |         |                |
| Misfit Curve       | 0.103        | 0.35      |        |          |                |         |                |
| <b>NETHERLANDS</b> |              |           |        |          |                |         |                |
| Fit Slope          | 0.109        | 0.073     | 0.584  | -0.511 * | 0.113          | -0.313  | -0.009         |
| Fit Curve          | 0.123        | -0.209    |        |          |                |         |                |
| Misfit Slope       | <b>0.023</b> | 1.095     |        |          |                |         |                |
| Misfit Curve       | 0.09         | 0.417     |        |          |                |         |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 184.394        | 29  | 6.358       | 5.535   | 0.000 |
| Residual   | 1037.418       | 903 | 1.149       |         |       |

**Calm (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.564 Squared multiple R: 0.318

Adjusted squared multiple R: 0.296 Standard error of estimate: 0.817

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.853          | 0.318          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.914       | 0.163     | 0        |           | 36.257 | 0         |
| F20XCFP            | 0.553       | 0.134     | 0.666    | 0.029     | 4.12   | 0         |
| F20XCFV            | 0.135       | 0.156     | 0.092    | 0.067     | 0.868  | 0.386     |
| D1                 | 0.225       | 0.171     | 0.114    | 0.101     | 1.318  | 0.188     |
| D2                 | 0.451       | 0.194     | 0.148    | 0.185     | 2.319  | 0.021     |
| D3                 | -0.136      | 0.19      | -0.049   | 0.159     | -0.713 | 0.476     |
| D4                 | -0.002      | 0.233     | 0        | 0.204     | -0.008 | 0.994     |
| F20XCFP*F20XCFP    | -0.072      | 0.035     | -0.199   | 0.08      | -2.056 | 0.04      |
| F20XCFP*F20XCFV    | -0.031      | 0.116     | -0.032   | 0.054     | -0.27  | 0.787     |
| F20XCFV*F20XCFV    | -0.03       | 0.129     | -0.02    | 0.1       | -0.235 | 0.814     |
| D1*F20XCFP         | -0.187      | 0.143     | -0.163   | 0.049     | -1.315 | 0.189     |
| D1*F20XCFV         | -0.129      | 0.169     | -0.065   | 0.106     | -0.767 | 0.443     |
| D2*F20XCFP         | -0.296      | 0.175     | -0.126   | 0.137     | -1.694 | 0.091     |
| D2*F20XCFV         | -0.007      | 0.197     | -0.002   | 0.258     | -0.037 | 0.971     |
| D3*F20XCFP         | -0.296      | 0.17      | -0.154   | 0.097     | -1.743 | 0.082     |
| D3*F20XCFV         | -0.083      | 0.202     | -0.022   | 0.259     | -0.41  | 0.682     |
| D4*F20XCFP         | -0.228      | 0.196     | -0.058   | 0.302     | -1.167 | 0.244     |
| D4*F20XCFV         | 0.474       | 0.252     | 0.082    | 0.398     | 1.883  | 0.06      |
| D1*F20XCFP*F20XCFP | 0.072       | 0.041     | 0.141    | 0.121     | 1.784  | 0.075     |
| D1*F20XCFP*F20XCFV | 0.058       | 0.127     | 0.039    | 0.106     | 0.461  | 0.645     |
| D1*F20XCFV*F20XCFV | 0.04        | 0.148     | 0.019    | 0.152     | 0.273  | 0.785     |
| D2*F20XCFP*F20XCFP | 0.019       | 0.064     | 0.018    | 0.211     | 0.299  | 0.765     |
| D2*F20XCFP*F20XCFV | 0.082       | 0.148     | 0.032    | 0.221     | 0.554  | 0.58      |
| D2*F20XCFV*F20XCFV | -0.139      | 0.159     | -0.056   | 0.185     | -0.879 | 0.38      |
| D3*F20XCFP*F20XCFP | 0.103       | 0.053     | 0.137    | 0.151     | 1.933  | 0.054     |
| D3*F20XCFP*F20XCFV | 0.049       | 0.145     | 0.021    | 0.204     | 0.339  | 0.734     |
| D3*F20XCFV*F20XCFV | 0.169       | 0.175     | 0.052    | 0.262     | 0.964  | 0.335     |
| D4*F20XCFP*F20XCFP | 0.302       | 0.142     | 0.108    | 0.294     | 2.135  | 0.033     |
| D4*F20XCFP*F20XCFV | -0.2        | 0.236     | -0.033   | 0.505     | -0.844 | 0.399     |
| D4*F20XCFV*F20XCFV | 0.066       | 0.253     | 0.012    | 0.355     | 0.262  | 0.793     |

|                    | P     | Direction | X         | Y     | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|-------|-----------|-----------|-------|----------------|--------|----------------|
| <b>JAPAN</b>       |       |           |           |       |                |        |                |
| Fit Slope          | 0     | 0.688     | 0.553 *** | 0.135 | -0.072 *       | -0.031 | -0.03          |
| Fit Curve          | 0.429 | -0.133    |           |       |                |        |                |
| Misfit Slope       | 0.102 | 0.418     |           |       |                |        |                |
| Misfit Curve       | 0.702 | -0.071    |           |       |                |        |                |
| <b>USA</b>         |       |           |           |       |                |        |                |
| Fit Slope          | 0.043 | 0.372     | 0.366     | 0.006 | 0              | 0.027  | 0.01           |
| Fit Curve          | 0.36  | 0.037     |           |       |                |        |                |
| Misfit Slope       | 0.83  | 0.102     |           |       |                |        |                |
| Misfit Curve       | 0.795 | -0.017    |           |       |                |        |                |
| <b>BRAZIL</b>      |       |           |           |       |                |        |                |
| Fit Slope          | 0.126 | 0.385     | 0.257     | 0.128 | -0.053         | 0.051  | -0.169         |
| Fit Curve          | 0.846 | -0.171    |           |       |                |        |                |
| Misfit Slope       | 0.361 | 0.129     |           |       |                |        |                |
| Misfit Curve       | 0.411 | -0.273    |           |       |                |        |                |
| <b>GB</b>          |       |           |           |       |                |        |                |
| Fit Slope          | 0.062 | 0.309     | 0.257     | 0.052 | 0.031          | 0.018  | 0.139          |
| Fit Curve          | 0.159 | 0.188     |           |       |                |        |                |
| Misfit Slope       | 0.495 | 0.205     |           |       |                |        |                |
| Misfit Curve       | 0.337 | 0.152     |           |       |                |        |                |
| <b>NETHERLANDS</b> |       |           |           |       |                |        |                |
| Fit Slope          | 0.366 | 0.934     | 0.325     | 0.609 | 0.23 *         | -0.231 | 0.036          |
| Fit Curve          | 0.569 | 0.035     |           |       |                |        |                |
| Misfit Slope       | 0.051 | -0.284    |           |       |                |        |                |
| Misfit Curve       | 0.188 | 0.497     |           |       |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 280.653        | 29  | 9.678       | 14.509  | 0.000 |
| Residual   | 602.314        | 903 | 0.667       |         |       |
| Hypothesis |                |     |             |         |       |

**Calm (IV) and Team Building (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.538 Squared multiple R: 0.289

Adjusted squared multiple R: 0.266 Standard error of estimate: 0.837

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.471          | 0.289          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.181       | 0.167     | 0        |           | 30.981 | 0         |
| F20XCFP            | 0.26        | 0.138     | 0.311    | 0.029     | 1.888  | 0.059     |
| F20XCFV            | 0.197       | 0.16      | 0.133    | 0.067     | 1.232  | 0.218     |
| D1                 | 0.411       | 0.175     | 0.208    | 0.101     | 2.35   | 0.019     |
| D2                 | 0.831       | 0.199     | 0.272    | 0.185     | 4.169  | 0         |
| D3                 | 0.013       | 0.195     | 0.005    | 0.159     | 0.064  | 0.949     |
| D4                 | 0.268       | 0.239     | 0.07     | 0.204     | 1.122  | 0.262     |
| F20XCFP*F20XCFP    | -0.087      | 0.036     | -0.241   | 0.08      | -2.43  | 0.015     |
| F20XCFP*F20XCFV    | 0.07        | 0.119     | 0.071    | 0.054     | 0.586  | 0.558     |
| F20XCFV*F20XCFV    | -0.003      | 0.132     | -0.002   | 0.1       | -0.024 | 0.981     |
| D1*F20XCFP         | 0.01        | 0.146     | 0.009    | 0.049     | 0.068  | 0.946     |
| D1*F20XCFV         | 0.011       | 0.173     | 0.006    | 0.106     | 0.065  | 0.948     |
| D2*F20XCFP         | -0.095      | 0.179     | -0.04    | 0.137     | -0.53  | 0.596     |
| D2*F20XCFV         | 0.205       | 0.202     | 0.056    | 0.258     | 1.01   | 0.313     |
| D3*F20XCFP         | -0.391      | 0.174     | -0.203   | 0.097     | -2.248 | 0.025     |
| D3*F20XCFV         | -0.023      | 0.207     | -0.006   | 0.259     | -0.109 | 0.913     |
| D4*F20XCFP         | -0.164      | 0.201     | -0.042   | 0.302     | -0.817 | 0.414     |
| D4*F20XCFV         | 0.283       | 0.258     | 0.049    | 0.398     | 1.099  | 0.272     |
| D1*F20XCFP*F20XCFP | 0.091       | 0.042     | 0.176    | 0.121     | 2.182  | 0.029     |
| D1*F20XCFP*F20XCFV | 0.044       | 0.13      | 0.029    | 0.106     | 0.337  | 0.736     |
| D1*F20XCFV*F20XCFV | 0.092       | 0.151     | 0.044    | 0.152     | 0.609  | 0.543     |
| D2*F20XCFP*F20XCFP | -0.039      | 0.066     | -0.036   | 0.211     | -0.588 | 0.556     |
| D2*F20XCFP*F20XCFV | 0.303       | 0.151     | 0.119    | 0.221     | 1.999  | 0.046     |
| D2*F20XCFV*F20XCFV | -0.316      | 0.163     | -0.127   | 0.185     | -1.942 | 0.052     |
| D3*F20XCFP*F20XCFP | 0.033       | 0.055     | 0.044    | 0.151     | 0.603  | 0.547     |
| D3*F20XCFP*F20XCFV | -0.063      | 0.148     | -0.026   | 0.204     | -0.425 | 0.671     |
| D3*F20XCFV*F20XCFV | 0.176       | 0.18      | 0.054    | 0.262     | 0.98   | 0.327     |
| D4*F20XCFP*F20XCFP | 0.046       | 0.145     | 0.016    | 0.294     | 0.317  | 0.752     |
| D4*F20XCFP*F20XCFV | -0.11       | 0.242     | -0.018   | 0.505     | -0.454 | 0.65      |
| D4*F20XCFV*F20XCFV | 0.142       | 0.26      | 0.026    | 0.355     | 0.548  | 0.584     |

| Country            | P            | Direction | Effect Size |       |                |       |                |  |
|--------------------|--------------|-----------|-------------|-------|----------------|-------|----------------|--|
|                    |              |           | X           | Y     | X <sup>2</sup> | XY    | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |             |       |                |       |                |  |
| Fit Slope          | <b>0.001</b> | 0.457     | 0.26        | 0.197 | -0.087         | 0.07  | -0.003         |  |
| Fit Curve          | 0.907        | -0.02     |             |       |                |       |                |  |
| Misfit Slope       | 0.811        | 0.063     |             |       |                |       |                |  |
| Misfit Curve       | 0.398        | -0.16     |             |       |                |       |                |  |
| <b>USA</b>         |              |           |             |       |                |       |                |  |
| Fit Slope          | 0.895        | 0.478     | 0.27        | 0.208 | 0.004          | 0.114 | 0.089          |  |
| Fit Curve          | 0.236        | 0.207     |             |       |                |       |                |  |
| Misfit Slope       | 0.996        | 0.084     |             |       |                |       |                |  |
| Misfit Curve       | 0.515        | -0.021    |             |       |                |       |                |  |
| <b>BRAZIL</b>      |              |           |             |       |                |       |                |  |
| Fit Slope          | 0.589        | 0.567     | 0.165       | 0.402 | -0.126         | 0.373 | -0.319         |  |
| Fit Curve          | 0.798        | -0.072    |             |       |                |       |                |  |
| Misfit Slope       | 0.355        | -0.237    |             |       |                |       |                |  |
| Misfit Curve       | <b>0.009</b> | -0.818    |             |       |                |       |                |  |
| <b>GB</b>          |              |           |             |       |                |       |                |  |
| Fit Slope          | <b>0.047</b> | 0.043     | -0.131      | 0.174 | -0.054         | 0.007 | 0.173          |  |
| Fit Curve          | 0.532        | 0.126     |             |       |                |       |                |  |
| Misfit Slope       | 0.25         | -0.305    |             |       |                |       |                |  |
| Misfit Curve       | 0.253        | 0.112     |             |       |                |       |                |  |
| <b>NETHERLANDS</b> |              |           |             |       |                |       |                |  |
| Fit Slope          | 0.667        | 0.576     | 0.096       | 0.48  | -0.041         | -0.04 | 0.139          |  |
| Fit Curve          | 0.797        | 0.058     |             |       |                |       |                |  |
| Misfit Slope       | 0.226        | -0.384    |             |       |                |       |                |  |
| Misfit Curve       | 0.5          | 0.138     |             |       |                |       |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 257.345        | 29  | 8.874       | 12.655  | 0.000 |
| Residual   | 633.186        | 903 | 0.701       |         |       |
| Hypothesis |                |     |             |         |       |



**Calm (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.465 Squared multiple R: 0.216

Adjusted squared multiple R: 0.191 Standard error of estimate: 1.030

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 7.271          | 0.216          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.768       | 0.206     | 0        |           | 13.458 | 0         |
| F20XCFP            | -0.299      | 0.169     | -0.306   | 0.029     | -1.766 | 0.078     |
| F20XCFV            | -0.617      | 0.197     | -0.356   | 0.067     | -3.133 | 0.002     |
| D1                 | -0.566      | 0.215     | -0.245   | 0.101     | -2.633 | 0.009     |
| D2                 | 0.406       | 0.245     | 0.113    | 0.185     | 1.656  | 0.098     |
| D3                 | -0.369      | 0.24      | -0.114   | 0.159     | -1.538 | 0.124     |
| D4                 | 0.144       | 0.293     | 0.032    | 0.204     | 0.491  | 0.624     |
| F20XCFP*F20XCFP    | 0.097       | 0.044     | 0.23     | 0.08      | 2.211  | 0.027     |
| F20XCFP*F20XCFV    | -0.174      | 0.147     | -0.15    | 0.054     | -1.183 | 0.237     |
| F20XCFV*F20XCFV    | 0.17        | 0.162     | 0.097    | 0.1       | 1.047  | 0.296     |
| D1*F20XCFP         | 0.217       | 0.18      | 0.16     | 0.049     | 1.207  | 0.228     |
| D1*F20XCFV         | 0.611       | 0.213     | 0.259    | 0.106     | 2.87   | 0.004     |
| D2*F20XCFP         | 0.269       | 0.22      | 0.097    | 0.137     | 1.222  | 0.222     |
| D2*F20XCFV         | 0.606       | 0.249     | 0.141    | 0.258     | 2.434  | 0.015     |
| D3*F20XCFP         | -0.024      | 0.214     | -0.011   | 0.097     | -0.113 | 0.91      |
| D3*F20XCFV         | 0.574       | 0.254     | 0.131    | 0.259     | 2.258  | 0.024     |
| D4*F20XCFP         | -0.12       | 0.247     | -0.026   | 0.302     | -0.487 | 0.627     |
| D4*F20XCFV         | 0.471       | 0.317     | 0.069    | 0.398     | 1.485  | 0.138     |
| D1*F20XCFP*F20XCFP | -0.117      | 0.051     | -0.194   | 0.121     | -2.285 | 0.023     |
| D1*F20XCFP*F20XCFV | 0.085       | 0.16      | 0.048    | 0.106     | 0.534  | 0.594     |
| D1*F20XCFV*F20XCFV | -0.127      | 0.186     | -0.051   | 0.152     | -0.681 | 0.496     |
| D2*F20XCFP*F20XCFP | -0.087      | 0.081     | -0.069   | 0.211     | -1.074 | 0.283     |
| D2*F20XCFP*F20XCFV | 0.222       | 0.186     | 0.075    | 0.221     | 1.193  | 0.233     |
| D2*F20XCFV*F20XCFV | -0.292      | 0.2       | -0.1     | 0.185     | -1.46  | 0.145     |
| D3*F20XCFP*F20XCFP | -0.099      | 0.067     | -0.112   | 0.151     | -1.471 | 0.142     |
| D3*F20XCFP*F20XCFV | 0.371       | 0.183     | 0.132    | 0.204     | 2.03   | 0.043     |
| D3*F20XCFV*F20XCFV | -0.319      | 0.221     | -0.083   | 0.262     | -1.441 | 0.15      |
| D4*F20XCFP*F20XCFP | -0.43       | 0.179     | -0.131   | 0.294     | -2.407 | 0.016     |
| D4*F20XCFP*F20XCFV | 0.461       | 0.298     | 0.064    | 0.505     | 1.548  | 0.122     |
| D4*F20XCFV*F20XCFV | 0.189       | 0.319     | 0.029    | 0.355     | 0.591  | 0.554     |

|                    | P     | Direction | X      | Y         | X <sup>2</sup> | XY      | Y <sup>2</sup> |
|--------------------|-------|-----------|--------|-----------|----------------|---------|----------------|
| <b>JAPAN</b>       |       |           |        |           |                |         |                |
| Fit Slope          | 0     | -0.916    | -0.299 | -0.617 ** | 0.097 *        | -0.174  | 0.17           |
| Fit Curve          | 0.66  | 0.093     |        |           |                |         |                |
| Misfit Slope       | 0.324 | 0.318     |        |           |                |         |                |
| Misfit Curve       | 0.059 | 0.441     |        |           |                |         |                |
| <b>USA</b>         |       |           |        |           |                |         |                |
| Fit Slope          | 0     | -0.088    | -0.082 | -0.006 ** | -0.02 *        | -0.089  | 0.043          |
| Fit Curve          | 0.501 | -0.066    |        |           |                |         |                |
| Misfit Slope       | 0.248 | 1.146     |        |           |                |         |                |
| Misfit Curve       | 0.211 | 0.112     |        |           |                |         |                |
| <b>BRAZIL</b>      |       |           |        |           |                |         |                |
| Fit Slope          | 0     | -0.041    | -0.03  | -0.011 *  | 0.01           | 0.048   | -0.122         |
| Fit Curve          | 0.53  | -0.064    |        |           |                |         |                |
| Misfit Slope       | 0.398 | -0.019    |        |           |                |         |                |
| Misfit Curve       | 0.053 | -0.16     |        |           |                |         |                |
| <b>GB</b>          |       |           |        |           |                |         |                |
| Fit Slope          | 0.032 | -0.366    | -0.323 | -0.043 *  | -0.002         | 0.197 * | -0.149         |
| Fit Curve          | 0.871 | 0.046     |        |           |                |         |                |
| Misfit Slope       | 0.13  | -0.28     |        |           |                |         |                |
| Misfit Curve       | 0.007 | -0.348    |        |           |                |         |                |
| <b>NETHERLANDS</b> |       |           |        |           |                |         |                |
| Fit Slope          | 0.305 | -0.565    | -0.419 | -0.146    | -0.333 *       | 0.287   | 0.359          |
| Fit Curve          | 0.556 | 0.313     |        |           |                |         |                |
| Misfit Slope       | 0.193 | -0.273    |        |           |                |         |                |
| Misfit Curve       | 0.197 | -0.261    |        |           |                |         |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 263.959        | 29  | 9.102       | 8.581   | 0.000 |
| Residual   | 957.853        | 903 | 1.061       |         |       |
| Hypothesis |                |     |             |         |       |

**Calm (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.502 Squared multiple R: 0.252

Adjusted squared multiple R: 0.228 Standard error of estimate: 1.204

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.033          | 0.252          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.797       | 0.24      | 0        |           | 11.63  | 0         |
| F20XCFP            | 0.106       | 0.198     | 0.091    | 0.029     | 0.535  | 0.593     |
| F20XCFV            | -0.448      | 0.23      | -0.217   | 0.067     | -1.949 | 0.052     |
| D1                 | -0.402      | 0.251     | -0.145   | 0.101     | -1.598 | 0.11      |
| D2                 | -0.62       | 0.287     | -0.145   | 0.185     | -2.163 | 0.031     |
| D3                 | -0.333      | 0.28      | -0.086   | 0.159     | -1.188 | 0.235     |
| D4                 | -0.084      | 0.343     | -0.016   | 0.204     | -0.246 | 0.806     |
| F20XCFP*F20XCFP    | 0.226       | 0.052     | 0.445    | 0.08      | 4.385  | 0         |
| F20XCFP*F20XCFV    | -0.134      | 0.172     | -0.097   | 0.054     | -0.78  | 0.436     |
| F20XCFV*F20XCFV    | 0.115       | 0.19      | 0.055    | 0.1       | 0.604  | 0.546     |
| D1*F20XCFP         | -0.581      | 0.21      | -0.359   | 0.049     | -2.763 | 0.006     |
| D1*F20XCFV         | 0.286       | 0.249     | 0.101    | 0.106     | 1.15   | 0.25      |
| D2*F20XCFP         | -0.573      | 0.257     | -0.174   | 0.137     | -2.229 | 0.026     |
| D2*F20XCFV         | 0.364       | 0.291     | 0.071    | 0.258     | 1.252  | 0.211     |
| D3*F20XCFP         | -0.281      | 0.25      | -0.104   | 0.097     | -1.123 | 0.262     |
| D3*F20XCFV         | 0.177       | 0.297     | 0.034    | 0.259     | 0.596  | 0.551     |
| D4*F20XCFP         | -0.23       | 0.288     | -0.042   | 0.302     | -0.796 | 0.426     |
| D4*F20XCFV         | 0.354       | 0.371     | 0.044    | 0.398     | 0.955  | 0.34      |
| D1*F20XCFP*F20XCFP | -0.231      | 0.06      | -0.32    | 0.121     | -3.862 | 0         |
| D1*F20XCFP*F20XCFV | 0.155       | 0.187     | 0.073    | 0.106     | 0.827  | 0.408     |
| D1*F20XCFV*F20XCFV | -0.24       | 0.217     | -0.081   | 0.152     | -1.102 | 0.271     |
| D2*F20XCFP*F20XCFP | -0.268      | 0.094     | -0.178   | 0.211     | -2.842 | 0.005     |
| D2*F20XCFP*F20XCFV | -0.258      | 0.218     | -0.073   | 0.221     | -1.185 | 0.236     |
| D2*F20XCFV*F20XCFV | 0.549       | 0.234     | 0.157    | 0.185     | 2.345  | 0.019     |
| D3*F20XCFP*F20XCFP | -0.097      | 0.079     | -0.092   | 0.151     | -1.238 | 0.216     |
| D3*F20XCFP*F20XCFV | 0.125       | 0.214     | 0.037    | 0.204     | 0.586  | 0.558     |
| D3*F20XCFV*F20XCFV | -0.193      | 0.258     | -0.042   | 0.262     | -0.748 | 0.454     |
| D4*F20XCFP*F20XCFP | -0.162      | 0.209     | -0.041   | 0.294     | -0.778 | 0.437     |
| D4*F20XCFP*F20XCFV | 0.351       | 0.349     | 0.041    | 0.505     | 1.008  | 0.314     |
| D4*F20XCFV*F20XCFV | -0.176      | 0.374     | -0.023   | 0.355     | -0.47  | 0.638     |

| Country            | P            | Direction | X         | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|-----------|--------|----------------|--------|----------------|
|                    |              |           |           |        |                |        |                |
| <b>JAPAN</b>       |              |           |           |        |                |        |                |
| Fit Slope          | 0.097        | -0.342    | 0.106     | -0.448 | 0.226 ***      | -0.134 | 0.115          |
| Fit Curve          | 0.406        | 0.207     |           |        |                |        |                |
| Misfit Slope       | 0.141        | 0.554     |           |        |                |        |                |
| Misfit Curve       | 0.082        | 0.475     |           |        |                |        |                |
| <b>USA</b>         |              |           |           |        |                |        |                |
| Fit Slope          | 0.202        | -0.637    | -0.475 ** | -0.162 | -0.005 ***     | 0.021  | -0.125         |
| Fit Curve          | 0.251        | -0.109    |           |        |                |        |                |
| Misfit Slope       | <b>0.03</b>  | 0.259     |           |        |                |        |                |
| Misfit Curve       | <b>0.042</b> | -0.151    |           |        |                |        |                |
| <b>BRAZIL</b>      |              |           |           |        |                |        |                |
| Fit Slope          | 0.473        | -0.551    | -0.467 *  | -0.084 | -0.042 **      | -0.392 | 0.664          |
| Fit Curve          | 0.938        | 0.23      |           |        |                |        |                |
| Misfit Slope       | <b>0.044</b> | -0.383    |           |        |                |        |                |
| Misfit Curve       | 0.137        | 1.014     |           |        |                |        |                |
| <b>GB</b>          |              |           |           |        |                |        |                |
| Fit Slope          | 0.728        | -0.446    | -0.175    | -0.271 | 0.129          | -0.009 | -0.078         |
| Fit Curve          | 0.623        | 0.042     |           |        |                |        |                |
| Misfit Slope       | 0.32         | 0.096     |           |        |                |        |                |
| Misfit Curve       | 0.224        | 0.06      |           |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |           |        |                |        |                |
| Fit Slope          | 0.755        | -0.218    | -0.124    | -0.094 | 0.064          | 0.217  | -0.061         |
| Fit Curve          | 0.976        | 0.22      |           |        |                |        |                |
| Misfit Slope       | 0.272        | -0.03     |           |        |                |        |                |
| Misfit Curve       | 0.278        | -0.214    |           |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 440.677        | 29  | 15.196      | 10.48   | 0.000 |
| Residual   | 1309.341       | 903 | 1.45        |         |       |
| Hypothesis |                |     |             |         |       |

**Visionary (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.366 Squared multiple R: 0.134

Adjusted squared multiple R: 0.106 Standard error of estimate: 0.920

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.355          | 0.134          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.755       | 0.159     | 0        |           | 36.203 | 0         |
| F01XCFP            | -0.428      | 0.22      | -0.375   | 0.026     | -1.943 | 0.052     |
| F01XCFV            | 0.209       | 0.284     | 0.126    | 0.033     | 0.734  | 0.463     |
| D1                 | 0.436       | 0.17      | 0.222    | 0.129     | 2.569  | 0.01      |
| D2                 | 0.333       | 0.212     | 0.11     | 0.198     | 1.572  | 0.116     |
| D3                 | 0.168       | 0.196     | 0.061    | 0.19      | 0.854  | 0.393     |
| D4                 | 0.306       | 0.248     | 0.08     | 0.228     | 1.236  | 0.217     |
| F01XCFP*F01XCFP    | -0.294      | 0.067     | -0.5     | 0.074     | -4.383 | 0         |
| F01XCFP*F01XCFV    | 0.679       | 0.218     | 0.474    | 0.041     | 3.116  | 0.002     |
| F01XCFV*F01XCFV    | -0.237      | 0.263     | -0.14    | 0.04      | -0.903 | 0.367     |
| D1*F01XCFP         | 0.526       | 0.238     | 0.323    | 0.045     | 2.21   | 0.027     |
| D1*F01XCFV         | -0.387      | 0.3       | -0.191   | 0.044     | -1.29  | 0.197     |
| D2*F01XCFP         | 0.44        | 0.314     | 0.133    | 0.107     | 1.402  | 0.161     |
| D2*F01XCFV         | -0.671      | 0.378     | -0.158   | 0.122     | -1.774 | 0.076     |
| D3*F01XCFP         | 0.419       | 0.268     | 0.153    | 0.101     | 1.567  | 0.118     |
| D3*F01XCFV         | -0.61       | 0.361     | -0.164   | 0.102     | -1.688 | 0.092     |
| D4*F01XCFP         | 0.221       | 0.377     | 0.074    | 0.059     | 0.584  | 0.559     |
| D4*F01XCFV         | 0.054       | 0.566     | 0.009    | 0.105     | 0.096  | 0.924     |
| D1*F01XCFP*F01XCFP | 0.343       | 0.085     | 0.317    | 0.154     | 4.021  | 0         |
| D1*F01XCFP*F01XCFV | -0.763      | 0.236     | -0.367   | 0.074     | -3.232 | 0.001     |
| D1*F01XCFV*F01XCFV | 0.179       | 0.276     | 0.092    | 0.048     | 0.65   | 0.516     |
| D2*F01XCFP*F01XCFP | 0.4         | 0.134     | 0.195    | 0.225     | 2.987  | 0.003     |
| D2*F01XCFP*F01XCFV | -0.961      | 0.302     | -0.242   | 0.165     | -3.179 | 0.002     |
| D2*F01XCFV*F01XCFV | 0.345       | 0.317     | 0.093    | 0.13      | 1.086  | 0.278     |
| D3*F01XCFP*F01XCFP | 0.28        | 0.095     | 0.215    | 0.181     | 2.958  | 0.003     |
| D3*F01XCFP*F01XCFV | -0.579      | 0.268     | -0.147   | 0.208     | -2.165 | 0.031     |
| D3*F01XCFV*F01XCFV | 0.204       | 0.351     | 0.058    | 0.096     | 0.58   | 0.562     |
| D4*F01XCFP*F01XCFP | 0.241       | 0.13      | 0.218    | 0.07      | 1.856  | 0.064     |
| D4*F01XCFP*F01XCFV | -0.601      | 0.369     | -0.16    | 0.099     | -1.631 | 0.103     |
| D4*F01XCFV*F01XCFV | 0.268       | 0.495     | 0.046    | 0.135     | 0.541  | 0.588     |

| Country            | P            | Direction | Effect Size |        |            |
|--------------------|--------------|-----------|-------------|--------|------------|
|                    |              |           | X           | Y      | XY         |
| <b>JAPAN</b>       | 0.391        | -0.219    | -0.428      | 0.209  | -0.294 *** |
|                    | 0.617        | 0.148     |             |        | 0.679 **   |
|                    | 0.148        | -0.637    |             |        |            |
|                    | <b>0.003</b> | -1.21     |             |        |            |
| <b>USA</b>         | 0.609        | -0.08     | 0.098 *     | -0.178 | 0.049 ***  |
|                    | 0.436        | -0.093    |             |        | -0.084 **  |
|                    | 0.052        | -0.498    |             |        |            |
|                    | <b>0.003</b> | 0.075     |             |        |            |
| <b>BRAZIL</b>      | 0.489        | -0.45     | 0.012       | -0.462 | 0.106 **   |
|                    | 0.53         | -0.068    |             |        | -0.282 **  |
|                    | 0.069        | 0.474     |             |        | 0.108      |
|                    | <b>0.002</b> | 0.496     |             |        |            |
| <b>GB</b>          | 0.585        | -0.41     | -0.009      | -0.401 | -0.014 **  |
|                    | 0.796        | 0.053     |             |        | 0.1 *      |
|                    | 0.053        | 0.392     |             |        |            |
|                    | <b>0.042</b> | -0.147    |             |        | -0.033     |
| <b>NETHERLANDS</b> | 0.559        | 0.056     | -0.207      | 0.263  | -0.053     |
|                    | 0.816        | 0.056     |             |        | 0.078      |
|                    | 0.843        | -0.47     |             |        | 0.031      |
|                    | 0.179        | -0.1      |             |        |            |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 117.971        | 29  | 4.068       | 4.802   | 0.000 |
| Residual   | 764.996        | 903 | 0.847       |         |       |

**Visionary (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.417 Squared multiple R: 0.174

Adjusted squared multiple R: 0.148 Standard error of estimate: 1.057

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 6.292          | 0.174          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.789       | 0.183     | 0        |           | 15.274 | 0         |
| F01XCFP            | 0.436       | 0.253     | 0.324    | 0.026     | 1.722  | 0.086     |
| F01XCFV            | -0.274      | 0.326     | -0.141   | 0.033     | -0.84  | 0.401     |
| D1                 | -0.606      | 0.195     | -0.262   | 0.129     | -3.106 | 0.002     |
| D2                 | 0.513       | 0.243     | 0.143    | 0.198     | 2.108  | 0.035     |
| D3                 | -0.403      | 0.225     | -0.124   | 0.19      | -1.789 | 0.074     |
| D4                 | -0.114      | 0.285     | -0.025   | 0.228     | -0.401 | 0.689     |
| F01XCFP*F01XCFP    | 0.328       | 0.077     | 0.473    | 0.074     | 4.252  | 0         |
| F01XCFP*F01XCFV    | -0.643      | 0.25      | -0.382   | 0.041     | -2.569 | 0.01      |
| F01XCFV*F01XCFV    | 0.109       | 0.302     | 0.055    | 0.04      | 0.362  | 0.718     |
| D1*F01XCFP         | -0.286      | 0.273     | -0.15    | 0.045     | -1.047 | 0.295     |
| D1*F01XCFV         | 0.231       | 0.344     | 0.097    | 0.044     | 0.671  | 0.503     |
| D2*F01XCFP         | -0.024      | 0.36      | -0.006   | 0.107     | -0.068 | 0.946     |
| D2*F01XCFV         | -0.343      | 0.434     | -0.069   | 0.122     | -0.79  | 0.43      |
| D3*F01XCFP         | -0.553      | 0.307     | -0.171   | 0.101     | -1.799 | 0.072     |
| D3*F01XCFV         | 0.783       | 0.415     | 0.179    | 0.102     | 1.887  | 0.059     |
| D4*F01XCFP         | -0.933      | 0.434     | -0.268   | 0.059     | -2.152 | 0.032     |
| D4*F01XCFV         | 1.269       | 0.65      | 0.183    | 0.105     | 1.953  | 0.051     |
| D1*F01XCFP*F01XCFP | -0.238      | 0.098     | -0.187   | 0.154     | -2.434 | 0.015     |
| D1*F01XCFP*F01XCFV | 0.557       | 0.271     | 0.228    | 0.074     | 2.054  | 0.04      |
| D1*F01XCFV*F01XCFV | -0.062      | 0.317     | -0.027   | 0.048     | -0.196 | 0.845     |
| D2*F01XCFP*F01XCFP | -0.039      | 0.154     | -0.016   | 0.225     | -0.25  | 0.803     |
| D2*F01XCFP*F01XCFV | -0.033      | 0.347     | -0.007   | 0.165     | -0.095 | 0.924     |
| D2*F01XCFV*F01XCFV | -0.149      | 0.365     | -0.034   | 0.13      | -0.408 | 0.683     |
| D3*F01XCFP*F01XCFP | -0.372      | 0.109     | -0.243   | 0.181     | -3.428 | 0.001     |
| D3*F01XCFP*F01XCFV | 0.646       | 0.307     | 0.139    | 0.208     | 2.102  | 0.036     |
| D3*F01XCFV*F01XCFV | -0.302      | 0.403     | -0.073   | 0.096     | -0.749 | 0.454     |
| D4*F01XCFP*F01XCFP | -0.522      | 0.149     | -0.401   | 0.07      | -3.5   | 0         |
| D4*F01XCFP*F01XCFV | 1.268       | 0.424     | 0.287    | 0.099     | 2.993  | 0.003     |
| D4*F01XCFV*F01XCFV | -0.7        | 0.568     | -0.101   | 0.135     | -1.232 | 0.218     |

| Country            | P            | Direction | X        | Y      | Effect Size    |          |                |  |
|--------------------|--------------|-----------|----------|--------|----------------|----------|----------------|--|
|                    |              |           |          |        | X <sup>2</sup> | XY       | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |          |        |                |          |                |  |
| Fit Slope          | 0.582        | 0.162     | 0.436    | -0.274 | 0.328 ***      | -0.643 * | 0.109          |  |
| Fit Curve          | 0.543        | -0.206    |          |        |                |          |                |  |
| Misfit Slope       | 0.16         | 0.71      |          |        |                |          |                |  |
| Misfit Curve       | <b>0.02</b>  | 1.08      |          |        |                |          |                |  |
| <b>USA</b>         |              |           |          |        |                |          |                |  |
| Fit Slope          | 0.86         | 0.107     | 0.15     | -0.043 | 0.09 *         | -0.086 * | 0.047          |  |
| Fit Curve          | 0.47         | 0.051     |          |        |                |          |                |  |
| Misfit Slope       | 0.336        | 0.655     |          |        |                |          |                |  |
| Misfit Curve       | 0.088        | 0.223     |          |        |                |          |                |  |
| <b>BRAZIL</b>      |              |           |          |        |                |          |                |  |
| Fit Slope          | 0.338        | -0.205    | 0.412    | -0.617 | 0.289          | -0.676   | -0.04          |  |
| Fit Curve          | 0.577        | -0.427    |          |        |                |          |                |  |
| Misfit Slope       | 0.649        | 1.029     |          |        |                |          |                |  |
| Misfit Curve       | 0.808        | 0.925     |          |        |                |          |                |  |
| <b>GB</b>          |              |           |          |        |                |          |                |  |
| Fit Slope          | 0.565        | 0.392     | -0.117   | 0.509  | -0.044 **      | 0.003 *  | -0.193         |  |
| Fit Curve          | 0.947        | -0.234    |          |        |                |          |                |  |
| Misfit Slope       | <b>0.029</b> | -0.626    |          |        |                |          |                |  |
| Misfit Curve       | <b>0.028</b> | -0.24     |          |        |                |          |                |  |
| <b>NETHERLANDS</b> |              |           |          |        |                |          |                |  |
| Fit Slope          | 0.534        | 0.498     | -0.497 * | 0.995  | -0.194 ***     | 0.625 ** | -0.591         |  |
| Fit Curve          | 0.92         | -0.16     |          |        |                |          |                |  |
| Misfit Slope       | <b>0.023</b> | -1.492    |          |        |                |          |                |  |
| Misfit Curve       | <b>0.009</b> | -1.41     |          |        |                |          |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 212.68         | 29  | 7.334       | 6.562   | 0.000 |
| Residual   | 1009.132       | 903 | 1.118       |         |       |

Visionary (IV) and Autocratic (DV)

Dep Var: F05RAWFP N: 933 Multiple R: 0.356 Squared multiple R: 0.127

Adjusted squared multiple R: 0.099 Standard error of estimate: 1.247

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 4.017          | 0.127          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.34        | 0.215     | 0        |           | 10.863 | 0         |
| F01XCFP            | 0.676       | 0.299     | 0.439    | 0.026     | 2.264  | 0.024     |
| F01XCFV            | -0.068      | 0.385     | -0.031   | 0.033     | -0.177 | 0.859     |
| D1                 | -0.125      | 0.23      | -0.047   | 0.129     | -0.543 | 0.587     |
| D2                 | 0.416       | 0.287     | 0.101    | 0.198     | 1.448  | 0.148     |
| D3                 | 0.211       | 0.266     | 0.057    | 0.19      | 0.795  | 0.427     |
| D4                 | -0.058      | 0.336     | -0.011   | 0.228     | -0.172 | 0.863     |
| F01XCFP*F01XCFP    | 0.46        | 0.091     | 0.579    | 0.074     | 5.054  | 0         |
| F01XCFP*F01XCFV    | -0.763      | 0.295     | -0.395   | 0.041     | -2.585 | 0.01      |
| F01XCFV*F01XCFV    | 0.098       | 0.356     | 0.043    | 0.04      | 0.275  | 0.784     |
| D1*F01XCFP         | -0.653      | 0.322     | -0.298   | 0.045     | -2.027 | 0.043     |
| D1*F01XCFV         | 0.234       | 0.406     | 0.086    | 0.044     | 0.576  | 0.565     |
| D2*F01XCFP         | -1.155      | 0.425     | -0.259   | 0.107     | -2.718 | 0.007     |
| D2*F01XCFV         | 0.401       | 0.512     | 0.07     | 0.122     | 0.784  | 0.433     |
| D3*F01XCFP         | -0.991      | 0.363     | -0.267   | 0.101     | -2.733 | 0.006     |
| D3*F01XCFV         | 0.587       | 0.489     | 0.117    | 0.102     | 1.199  | 0.231     |
| D4*F01XCFP         | -0.709      | 0.512     | -0.177   | 0.059     | -1.386 | 0.166     |
| D4*F01XCFV         | 0.166       | 0.767     | 0.021    | 0.105     | 0.216  | 0.829     |
| D1*F01XCFP*F01XCFP | -0.456      | 0.116     | -0.313   | 0.154     | -3.95  | 0         |
| D1*F01XCFP*F01XCFV | 0.833       | 0.32      | 0.297    | 0.074     | 2.606  | 0.009     |
| D1*F01XCFV*F01XCFV | 0.004       | 0.374     | 0.001    | 0.048     | 0.01   | 0.992     |
| D2*F01XCFP*F01XCFP | -0.705      | 0.182     | -0.255   | 0.225     | -3.882 | 0         |
| D2*F01XCFP*F01XCFV | 0.871       | 0.41      | 0.162    | 0.165     | 2.124  | 0.034     |
| D2*F01XCFV*F01XCFV | 0.404       | 0.43      | 0.081    | 0.13      | 0.938  | 0.348     |
| D3*F01XCFP*F01XCFP | -0.576      | 0.128     | -0.328   | 0.181     | -4.493 | 0         |
| D3*F01XCFP*F01XCFV | 0.939       | 0.363     | 0.176    | 0.208     | 2.589  | 0.01      |
| D3*F01XCFV*F01XCFV | -0.219      | 0.476     | -0.046   | 0.096     | -0.46  | 0.646     |
| D4*F01XCFP*F01XCFP | -0.416      | 0.176     | -0.279   | 0.07      | -2.363 | 0.018     |
| D4*F01XCFP*F01XCFV | 0.671       | 0.5       | 0.132    | 0.099     | 1.343  | 0.18      |
| D4*F01XCFV*F01XCFV | -0.136      | 0.67      | -0.017   | 0.135     | -0.203 | 0.839     |

|                    | P            | Direction | X         | Y      | χ <sup>2</sup> | XY       | Y <sup>2</sup> |
|--------------------|--------------|-----------|-----------|--------|----------------|----------|----------------|
| <b>JAPAN</b>       |              |           |           |        |                |          |                |
| Fit Slope          | 0.08         | 0.608     | 0.676 *   | -0.068 | 0.46 ***       | -0.763 * | 0.098          |
| Fit Curve          | 0.607        | -0.205    |           |        |                |          |                |
| Misfit Slope       | 0.212        | 0.744     |           |        |                |          |                |
| Misfit Curve       | <b>0.016</b> | 1.321     |           |        |                |          |                |
| <b>USA</b>         |              |           |           |        |                |          |                |
| Fit Slope          | 0.255        | 0.189     | 0.023 *   | 0.166  | 0.004 ***      | 0.07 **  | 0.102          |
| Fit Curve          | 0.363        | 0.176     |           |        |                |          |                |
| Misfit Slope       | 0.162        | 0.325     |           |        |                |          |                |
| Misfit Curve       | <b>0.03</b>  | 0.036     |           |        |                |          |                |
| <b>BRAZIL</b>      |              |           |           |        |                |          |                |
| Fit Slope          | 0.096        | -0.146    | -0.479 ** | 0.333  | -0.245 ***     | 0.108 *  | 0.502          |
| Fit Curve          | 0.223        | 0.365     |           |        |                |          |                |
| Misfit Slope       | 0.06         | -0.812    |           |        |                |          |                |
| Misfit Curve       | 0.119        | 0.149     |           |        |                |          |                |
| <b>GB</b>          |              |           |           |        |                |          |                |
| Fit Slope          | 0.392        | 0.204     | -0.315 ** | 0.519  | -0.116 ***     | 0.176 *  | -0.121         |
| Fit Curve          | 0.774        | -0.061    |           |        |                |          |                |
| Misfit Slope       | <b>0.029</b> | -0.834    |           |        |                |          |                |
| Misfit Curve       | <b>0.014</b> | -0.413    |           |        |                |          |                |
| <b>NETHERLANDS</b> |              |           |           |        |                |          |                |
| Fit Slope          | 0.394        | 0.065     | -0.033    | 0.098  | 0.044 *        | -0.092   | -0.038         |
| Fit Curve          | 0.825        | -0.086    |           |        |                |          |                |
| Misfit Slope       | 0.442        | -0.131    |           |        |                |          |                |
| Misfit Curve       | 0.274        | 0.098     |           |        |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 203.776        | 29  | 7.027       | 4.517   | 0.000 |
| Residual   | 1404.605       | 903 | 1.555       |         |       |

Motivational (IV) and Performance Orientation (DV)

Dep Var: F04RAWFP N: 933 Multiple R: 0.352 Squared multiple R: 0.124

Adjusted squared multiple R: 0.096 Standard error of estimate: 0.809

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 4.765          | 0.124          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.823       | 0.164     | 0        |           | 35.441 | 0         |
| F21XCFP            | 0.2         | 0.145     | 0.27     | 0.025     | 1.383  | 0.167     |
| F21XCFV            | -0.258      | 0.153     | -0.245   | 0.046     | -1.687 | 0.092     |
| D1                 | 0.308       | 0.174     | 0.179    | 0.095     | 1.772  | 0.077     |
| D2                 | 0.279       | 0.229     | 0.105    | 0.131     | 1.22   | 0.223     |
| D3                 | 0.109       | 0.203     | 0.045    | 0.137     | 0.539  | 0.59      |
| D4                 | 0.02        | 0.232     | 0.006    | 0.201     | 0.087  | 0.931     |
| F21XCFP*F21XCFP    | -0.041      | 0.044     | -0.131   | 0.048     | -0.92  | 0.358     |
| F21XCFP*F21XCFV    | -0.103      | 0.101     | -0.159   | 0.04      | -1.025 | 0.306     |
| F21XCFV*F21XCFV    | -0.199      | 0.095     | -0.229   | 0.082     | -2.105 | 0.036     |
| D1*F21XCFP         | -0.098      | 0.157     | -0.097   | 0.04      | -0.623 | 0.533     |
| D1*F21XCFV         | 0.22        | 0.162     | 0.17     | 0.061     | 1.354  | 0.176     |
| D2*F21XCFP         | -0.206      | 0.223     | -0.108   | 0.071     | -0.925 | 0.355     |
| D2*F21XCFV         | 0.314       | 0.233     | 0.124    | 0.115     | 1.349  | 0.178     |
| D3*F21XCFP         | -0.331      | 0.174     | -0.194   | 0.093     | -1.904 | 0.057     |
| D3*F21XCFV         | 0.287       | 0.172     | 0.131    | 0.158     | 1.669  | 0.095     |
| D4*F21XCFP         | -0.143      | 0.218     | -0.066   | 0.096     | -0.658 | 0.511     |
| D4*F21XCFV         | 0.052       | 0.247     | 0.015    | 0.185     | 0.212  | 0.832     |
| D1*F21XCFP*F21XCFP | 0.078       | 0.05      | 0.179    | 0.074     | 1.567  | 0.118     |
| D1*F21XCFP*F21XCFV | 0.064       | 0.109     | 0.069    | 0.072     | 0.591  | 0.554     |
| D1*F21XCFV*F21XCFV | 0.191       | 0.103     | 0.188    | 0.094     | 1.85   | 0.065     |
| D2*F21XCFP*F21XCFP | 0.017       | 0.066     | 0.021    | 0.139     | 0.253  | 0.8       |
| D2*F21XCFP*F21XCFV | 0.129       | 0.154     | 0.076    | 0.117     | 0.838  | 0.402     |
| D2*F21XCFV*F21XCFV | 0.134       | 0.149     | 0.069    | 0.164     | 0.902  | 0.368     |
| D3*F21XCFP*F21XCFP | -0.017      | 0.058     | -0.026   | 0.128     | -0.295 | 0.768     |
| D3*F21XCFP*F21XCFV | 0.112       | 0.117     | 0.064    | 0.217     | 0.956  | 0.339     |
| D3*F21XCFV*F21XCFV | 0.13        | 0.113     | 0.091    | 0.156     | 1.155  | 0.248     |
| D4*F21XCFP*F21XCFP | 0.037       | 0.073     | 0.043    | 0.131     | 0.502  | 0.616     |
| D4*F21XCFP*F21XCFV | -0.013      | 0.152     | -0.006   | 0.189     | -0.087 | 0.931     |
| D4*F21XCFV*F21XCFV | 0.298       | 0.142     | 0.128    | 0.26      | 2.102  | 0.036     |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.709        | -0.058    | 0.2    | -0.258 | -0.041         | -0.103 | -0.199         |
| Fit Curve          | <b>0.015</b> | -0.343    |        |        |                |        |                |
| Misfit Slope       | 0.072        | 0.458     |        |        |                |        |                |
| Misfit Curve       | 0.351        | -0.137    |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | 0.464        | 0.064     | 0.102  | -0.038 | 0.037          | -0.039 | -0.008         |
| Fit Curve          | <b>0.025</b> | -0.01     |        |        |                |        |                |
| Misfit Slope       | 0.243        | 0.58      |        |        |                |        |                |
| Misfit Curve       | 0.207        | 0.068     |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.63         | 0.05      | -0.006 | 0.056  | -0.024         | 0.026  | -0.065         |
| Fit Curve          | 0.172        | -0.063    |        |        |                |        |                |
| Misfit Slope       | 0.191        | -0.062    |        |        |                |        |                |
| Misfit Curve       | 0.926        | -0.115    |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.821        | -0.102    | -0.131 | 0.029  | -0.058         | 0.009  | -0.069         |
| Fit Curve          | 0.178        | -0.118    |        |        |                |        |                |
| Misfit Slope       | <b>0.032</b> | -0.16     |        |        |                |        |                |
| Misfit Curve       | 0.991        | -0.136    |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.701        | -0.149    | 0.057  | -0.206 | -0.004         | -0.116 | 0.099          |
| Fit Curve          | 0.076        | -0.021    |        |        |                |        |                |
| Misfit Slope       | 0.625        | 0.263     |        |        |                |        |                |
| Misfit Curve       | 0.179        | 0.211     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 83.428         | 29  | 2.877       | 4.395   | 0.000 |
| Residual   | 591.108        | 903 | 0.655       |         |       |

Motivational (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.334 Squared multiple R: 0.111

Adjusted squared multiple R: 0.083 Standard error of estimate: 1.312

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.805          | 0.111          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.842       | 0.267     | 0        |           | 10.665 | 0         |
| F21XCFP            | 0.235       | 0.235     | 0.197    | 0.025     | 1.002  | 0.316     |
| F21XCFV            | 0.169       | 0.248     | 0.1      | 0.046     | 0.681  | 0.496     |
| D1                 | -0.503      | 0.282     | -0.182   | 0.095     | -1.786 | 0.074     |
| D2                 | 0.249       | 0.371     | 0.058    | 0.131     | 0.671  | 0.503     |
| D3                 | -0.346      | 0.329     | -0.089   | 0.137     | -1.05  | 0.294     |
| D4                 | -0.308      | 0.377     | -0.057   | 0.201     | -0.818 | 0.413     |
| F21XCFP*F21XCFP    | 0.233       | 0.072     | 0.464    | 0.048     | 3.232  | 0.001     |
| F21XCFP*F21XCFV    | -0.18       | 0.164     | -0.171   | 0.04      | -1.098 | 0.273     |
| F21XCFV*F21XCFV    | -0.227      | 0.153     | -0.162   | 0.082     | -1.48  | 0.139     |
| D1*F21XCFP         | -0.09       | 0.254     | -0.056   | 0.04      | -0.355 | 0.723     |
| D1*F21XCFV         | -0.205      | 0.263     | -0.099   | 0.061     | -0.778 | 0.437     |
| D2*F21XCFP         | 0.542       | 0.362     | 0.176    | 0.071     | 1.498  | 0.134     |
| D2*F21XCFV         | -1.061      | 0.377     | -0.26    | 0.115     | -2.811 | 0.005     |
| D3*F21XCFP         | -0.222      | 0.282     | -0.081   | 0.093     | -0.786 | 0.432     |
| D3*F21XCFV         | 0.101       | 0.279     | 0.029    | 0.158     | 0.363  | 0.717     |
| D4*F21XCFP         | 0.359       | 0.354     | 0.103    | 0.096     | 1.015  | 0.31      |
| D4*F21XCFV         | -0.319      | 0.4       | -0.058   | 0.185     | -0.797 | 0.425     |
| D1*F21XCFP*F21XCFP | -0.205      | 0.081     | -0.29    | 0.074     | -2.519 | 0.012     |
| D1*F21XCFP*F21XCFV | 0.118       | 0.176     | 0.078    | 0.072     | 0.668  | 0.504     |
| D1*F21XCFV*F21XCFV | 0.274       | 0.167     | 0.167    | 0.094     | 1.636  | 0.102     |
| D2*F21XCFP*F21XCFP | -0.216      | 0.107     | -0.169   | 0.139     | -2.013 | 0.044     |
| D2*F21XCFP*F21XCFV | -0.538      | 0.249     | -0.198   | 0.117     | -2.159 | 0.031     |
| D2*F21XCFV*F21XCFV | 0.681       | 0.241     | 0.219    | 0.164     | 2.825  | 0.005     |
| D3*F21XCFP*F21XCFP | -0.254      | 0.094     | -0.237   | 0.128     | -2.708 | 0.007     |
| D3*F21XCFP*F21XCFV | 0.213       | 0.189     | 0.076    | 0.217     | 1.122  | 0.262     |
| D3*F21XCFV*F21XCFV | 0.331       | 0.183     | 0.144    | 0.156     | 1.805  | 0.071     |
| D4*F21XCFP*F21XCFP | -0.01       | 0.119     | -0.007   | 0.131     | -0.081 | 0.936     |
| D4*F21XCFP*F21XCFV | 0.104       | 0.246     | 0.03     | 0.189     | 0.421  | 0.674     |
| D4*F21XCFV*F21XCFV | 0.52        | 0.23      | 0.139    | 0.26      | 2.26   | 0.024     |

| Country            | P     | Direction | Effect Size |           |                |          |                |
|--------------------|-------|-----------|-------------|-----------|----------------|----------|----------------|
|                    |       |           | X           | Y         | X <sup>2</sup> | XY       | Y <sup>2</sup> |
| <b>JAPAN</b>       | 0.108 | 0.404     | 0.235       | 0.169     | 0.233 **       | -0.18    | -0.227         |
|                    | 0.446 | -0.174    |             |           |                |          |                |
|                    | 0.872 | 0.066     |             |           |                |          |                |
|                    | 0.436 | 0.186     |             |           |                |          |                |
| <b>USA</b>         | 0.276 | 0.109     | 0.145       | -0.036    | 0.028 *        | -0.062   | 0.047          |
|                    | 0.44  | 0.013     |             |           |                |          |                |
|                    | 0.795 | -0.229    |             |           |                |          |                |
|                    | 0.854 | 0.137     |             |           |                |          |                |
| <b>BRAZIL</b>      | 0.151 | -0.115    | 0.777       | -0.892 ** | 0.017 *        | -0.718 * | 0.454          |
|                    | 0.824 | -0.247    |             |           |                |          |                |
|                    | 0.013 | 1.669     |             |           |                |          |                |
|                    | 0.009 | 1.189     |             |           |                |          |                |
| <b>GB</b>          | 0.701 | 0.283     | 0.013       | 0.27      | -0.021 **      | 0.033    | 0.104          |
|                    | 0.285 | 0.116     |             |           |                |          |                |
|                    | 0.489 | -0.257    |             |           |                |          |                |
|                    | 0.623 | 0.05      |             |           |                |          |                |
| <b>NETHERLANDS</b> | 0.918 | 0.444     | 0.594       | -0.15     | 0.223          | -0.076   | 0.293          |
|                    | 0.037 | 0.44      |             |           |                |          |                |
|                    | 0.297 | 0.744     |             |           |                |          |                |
|                    | 0.332 | 0.592     |             |           |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 194.773        | 29  | 6.716       | 3.9     | 0.000 |
| Residual   | 1555.246       | 903 | 1.722       |         |       |

**Organised (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.331 Squared multiple R: 0.110

Adjusted squared multiple R: 0.081 Standard error of estimate: 0.933

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.162          | 0.110          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.943       | 0.162     | 0        |           | 36.763 | 0         |
| F02XCFP            | -0.008      | 0.112     | -0.009   | 0.067     | -0.072 | 0.943     |
| F02XCFV            | 0.016       | 0.143     | 0.013    | 0.069     | 0.109  | 0.913     |
| D1                 | 0.15        | 0.171     | 0.076    | 0.131     | 0.88   | 0.379     |
| D2                 | 0.058       | 0.206     | 0.019    | 0.214     | 0.281  | 0.779     |
| D3                 | -0.121      | 0.195     | -0.044   | 0.197     | -0.622 | 0.534     |
| D4                 | 0.331       | 0.222     | 0.087    | 0.293     | 1.495  | 0.135     |
| F02XCFP*F02XCFP    | -0.242      | 0.056     | -0.462   | 0.086     | -4.324 | 0         |
| F02XCFP*F02XCFV    | 0.224       | 0.118     | 0.226    | 0.07      | 1.899  | 0.058     |
| F02XCFV*F02XCFV    | -0.154      | 0.166     | -0.158   | 0.034     | -0.927 | 0.354     |
| D1*F02XCFP         | 0.024       | 0.122     | 0.018    | 0.124     | 0.199  | 0.842     |
| D1*F02XCFV         | -0.029      | 0.153     | -0.018   | 0.109     | -0.191 | 0.848     |
| D2*F02XCFP         | -0.002      | 0.154     | -0.001   | 0.299     | -0.012 | 0.991     |
| D2*F02XCFV         | 0.035       | 0.182     | 0.01     | 0.381     | 0.194  | 0.846     |
| D3*F02XCFP         | -0.042      | 0.144     | -0.019   | 0.24      | -0.294 | 0.769     |
| D3*F02XCFV         | -0.219      | 0.18      | -0.075   | 0.258     | -1.215 | 0.225     |
| D4*F02XCFP         | -0.117      | 0.17      | -0.042   | 0.269     | -0.685 | 0.493     |
| D4*F02XCFV         | -0.118      | 0.223     | -0.028   | 0.349     | -0.528 | 0.598     |
| D1*F02XCFP*F02XCFP | 0.288       | 0.065     | 0.345    | 0.165     | 4.458  | 0         |
| D1*F02XCFP*F02XCFV | -0.286      | 0.129     | -0.203   | 0.118     | -2.216 | 0.027     |
| D1*F02XCFV*F02XCFV | 0.123       | 0.173     | 0.098    | 0.052     | 0.711  | 0.477     |
| D2*F02XCFP*F02XCFP | 0.306       | 0.084     | 0.222    | 0.266     | 3.648  | 0         |
| D2*F02XCFP*F02XCFV | -0.192      | 0.159     | -0.058   | 0.433     | -1.206 | 0.228     |
| D2*F02XCFV*F02XCFV | 0.123       | 0.198     | 0.045    | 0.189     | 0.621  | 0.535     |
| D3*F02XCFP*F02XCFP | 0.212       | 0.078     | 0.205    | 0.175     | 2.729  | 0.006     |
| D3*F02XCFP*F02XCFV | -0.359      | 0.156     | -0.158   | 0.21      | -2.299 | 0.022     |
| D3*F02XCFV*F02XCFV | 0.155       | 0.182     | 0.088    | 0.092     | 0.854  | 0.394     |
| D4*F02XCFP*F02XCFP | 0.189       | 0.083     | 0.166    | 0.185     | 2.271  | 0.023     |
| D4*F02XCFP*F02XCFV | -0.284      | 0.148     | -0.111   | 0.297     | -1.922 | 0.055     |
| D4*F02XCFV*F02XCFV | 0.158       | 0.195     | 0.068    | 0.142     | 0.81   | 0.418     |

| JAPAN              | P            | Direction | X      | Y      | Effect Size    |          |                |
|--------------------|--------------|-----------|--------|--------|----------------|----------|----------------|
|                    |              |           |        |        | X <sup>2</sup> | XY       | Y <sup>2</sup> |
| Fit Slope          | 0.962        | 0.008     | -0.008 | 0.016  | -0.242 ***     | 0.224    | -0.154         |
| Fit Curve          | 0.313        | -0.172    |        |        |                |          |                |
| Misfit Slope       | 0.907        | -0.024    |        |        |                |          |                |
| Misfit Curve       | <b>0.012</b> | -0.62     |        |        |                |          |                |
| <b>USA</b>         |              |           |        |        |                |          |                |
| Fit Slope          | 0.977        | 0.003     | 0.016  | -0.013 | 0.046 ***      | -0.062 * | -0.031         |
| Fit Curve          | 0.483        | -0.047    |        |        |                |          |                |
| Misfit Slope       | 0.806        | -0.029    |        |        |                |          |                |
| Misfit Curve       | <b>0.008</b> | 0.077     |        |        |                |          |                |
| <b>BRAZIL</b>      |              |           |        |        |                |          |                |
| Fit Slope          | 0.878        | 0.041     | -0.01  | 0.051  | 0.064 ***      | 0.032    | -0.031         |
| Fit Curve          | 0.293        | 0.065     |        |        |                |          |                |
| Misfit Slope       | 0.885        | -0.061    |        |        |                |          |                |
| Misfit Curve       | <b>0.04</b>  | 0.001     |        |        |                |          |                |
| <b>GB</b>          |              |           |        |        |                |          |                |
| Fit Slope          | 0.183        | -0.253    | -0.05  | -0.203 | -0.03 **       | -0.135 * | 0.001          |
| Fit Curve          | 0.968        | -0.164    |        |        |                |          |                |
| Misfit Slope       | 0.499        | 0.153     |        |        |                |          |                |
| Misfit Curve       | <b>0.017</b> | 0.106     |        |        |                |          |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |          |                |
| Fit Slope          | 0.31         | -0.227    | -0.125 | -0.102 | -0.053 *       | -0.06    | 0.004          |
| Fit Curve          | 0.768        | -0.109    |        |        |                |          |                |
| Misfit Slope       | 0.997        | -0.023    |        |        |                |          |                |
| Misfit Curve       | <b>0.026</b> | 0.011     |        |        |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 96.835         | 29  | 3.339       | 3.836   | 0.000 |
| Residual   | 786.133        | 903 | 0.871       |         |       |



**Organised (IV) and Team Builder (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.364 Squared multiple R: 0.133

Adjusted squared multiple R: 0.105 Standard error of estimate: 0.925

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.299          | 0.133          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.224       | 0.16      | 0        |           | 32.6   | 0         |
| F02XCFP            | 0.019       | 0.111     | 0.021    | 0.067     | 0.172  | 0.864     |
| F02XCFV            | -0.046      | 0.142     | -0.038   | 0.069     | -0.326 | 0.744     |
| D1                 | 0.444       | 0.169     | 0.225    | 0.131     | 2.625  | 0.009     |
| D2                 | 0.46        | 0.205     | 0.151    | 0.214     | 2.247  | 0.025     |
| D3                 | 0.012       | 0.193     | 0.004    | 0.197     | 0.063  | 0.95      |
| D4                 | 0.584       | 0.22      | 0.152    | 0.293     | 2.66   | 0.008     |
| F02XCFP*F02XCFP    | -0.189      | 0.055     | -0.359   | 0.086     | -3.411 | 0.001     |
| F02XCFP*F02XCFV    | 0.248       | 0.117     | 0.249    | 0.07      | 2.119  | 0.034     |
| F02XCFV*F02XCFV    | -0.011      | 0.165     | -0.012   | 0.034     | -0.07  | 0.945     |
| D1*F02XCFP         | -0.055      | 0.121     | -0.04    | 0.124     | -0.457 | 0.648     |
| D1*F02XCFV         | 0.057       | 0.151     | 0.035    | 0.109     | 0.376  | 0.707     |
| D2*F02XCFP         | -0.068      | 0.152     | -0.025   | 0.299     | -0.449 | 0.654     |
| D2*F02XCFV         | 0.1         | 0.181     | 0.028    | 0.381     | 0.553  | 0.58      |
| D3*F02XCFP         | 0.045       | 0.143     | 0.02     | 0.24      | 0.313  | 0.754     |
| D3*F02XCFV         | -0.048      | 0.178     | -0.016   | 0.258     | -0.269 | 0.788     |
| D4*F02XCFP         | -0.281      | 0.169     | -0.1     | 0.269     | -1.668 | 0.096     |
| D4*F02XCFV         | -0.116      | 0.221     | -0.028   | 0.349     | -0.526 | 0.599     |
| D1*F02XCFP*F02XCFP | 0.207       | 0.064     | 0.247    | 0.165     | 3.231  | 0.001     |
| D1*F02XCFP*F02XCFV | -0.275      | 0.128     | -0.194   | 0.118     | -2.153 | 0.032     |
| D1*F02XCFV*F02XCFV | -0.001      | 0.171     | -0.001   | 0.052     | -0.005 | 0.996     |
| D2*F02XCFP*F02XCFP | 0.252       | 0.083     | 0.182    | 0.266     | 3.028  | 0.003     |
| D2*F02XCFP*F02XCFV | 0.027       | 0.158     | 0.008    | 0.433     | 0.169  | 0.866     |
| D2*F02XCFV*F02XCFV | -0.27       | 0.196     | -0.098   | 0.189     | -1.377 | 0.169     |
| D3*F02XCFP*F02XCFP | 0.2         | 0.077     | 0.193    | 0.175     | 2.602  | 0.009     |
| D3*F02XCFP*F02XCFV | -0.402      | 0.155     | -0.175   | 0.21      | -2.592 | 0.01      |
| D3*F02XCFV*F02XCFV | 0.144       | 0.18      | 0.082    | 0.092     | 0.8    | 0.424     |
| D4*F02XCFP*F02XCFP | 0.108       | 0.082     | 0.095    | 0.185     | 1.318  | 0.188     |
| D4*F02XCFP*F02XCFV | -0.427      | 0.146     | -0.166   | 0.297     | -2.917 | 0.004     |
| D4*F02XCFV*F02XCFV | -0.162      | 0.193     | -0.069   | 0.142     | -0.841 | 0.401     |

| JAPAN              | P            | Direction | Effect Size |        |                |           |                |
|--------------------|--------------|-----------|-------------|--------|----------------|-----------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| Fit Slope          | 0.862        | -0.027    | 0.019       | -0.046 | -0.189 **      | 0.248 *   | -0.011         |
| Fit Curve          | 0.777        | 0.048     |             |        |                |           |                |
| Misfit Slope       | 0.745        | 0.065     |             |        |                |           |                |
| Misfit Curve       | 0.067        | -0.448    |             |        |                |           |                |
| <b>USA</b>         |              |           |             |        |                |           |                |
| Fit Slope          | 0.992        | -0.025    | -0.036      | 0.011  | 0.018 **       | -0.027 *  | -0.012         |
| Fit Curve          | 0.696        | -0.021    |             |        |                |           |                |
| Misfit Slope       | 0.605        | 0.067     |             |        |                |           |                |
| Misfit Curve       | 0.066        | 0.033     |             |        |                |           |                |
| <b>BRAZIL</b>      |              |           |             |        |                |           |                |
| Fit Slope          | 0.884        | 0.005     | -0.049      | 0.054  | 0.063 **       | 0.275     | -0.281         |
| Fit Curve          | 0.972        | 0.057     |             |        |                |           |                |
| Misfit Slope       | 0.508        | -0.103    |             |        |                |           |                |
| Misfit Curve       | 0.879        | -0.493    |             |        |                |           |                |
| <b>GB</b>          |              |           |             |        |                |           |                |
| Fit Slope          | 0.987        | -0.03     | 0.064       | -0.094 | 0.011 **       | -0.154 *  | 0.133          |
| Fit Curve          | 0.766        | -0.01     |             |        |                |           |                |
| Misfit Slope       | 0.719        | 0.158     |             |        |                |           |                |
| Misfit Curve       | <b>0.013</b> | 0.298     |             |        |                |           |                |
| <b>NETHERLANDS</b> |              |           |             |        |                |           |                |
| Fit Slope          | 0.082        | -0.424    | -0.262      | -0.162 | -0.081         | -0.179 ** | -0.173         |
| Fit Curve          | <b>0.022</b> | -0.433    |             |        |                |           |                |
| Misfit Slope       | 0.606        | -0.1      |             |        |                |           |                |
| Misfit Curve       | 0.183        | -0.075    |             |        |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 118.048        | 29  | 4.071       | 4.758   | 0.000 |
| Residual   | 772.483        | 903 | 0.855       |         |       |
| Hypothesis |                |     |             |         |       |

**Modesty (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.400 Squared multiple R: 0.160

Adjusted squared multiple R: 0.133 Standard error of estimate: 1.066

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 6.847          | 0.160          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.783       | 0.166     | 0        |           | 16.75  | 0         |
| F09XCFP            | 0.016       | 0.124     | 0.019    | 0.043     | 0.128  | 0.898     |
| F09XCFV            | -0.288      | 0.141     | -0.26    | 0.057     | -2.042 | 0.041     |
| D1                 | -0.549      | 0.18      | -0.237   | 0.154     | -3.054 | 0.002     |
| D2                 | 0.356       | 0.238     | 0.1      | 0.211     | 1.499  | 0.134     |
| D3                 | -0.305      | 0.217     | -0.094   | 0.207     | -1.404 | 0.161     |
| D4                 | -0.109      | 0.252     | -0.024   | 0.297     | -0.434 | 0.665     |
| F09XCFP*F09XCFP    | 0.19        | 0.051     | 0.374    | 0.093     | 3.74   | 0         |
| F09XCFP*F09XCFV    | -0.128      | 0.102     | -0.168   | 0.052     | -1.26  | 0.208     |
| F09XCFV*F09XCFV    | -0.081      | 0.079     | -0.117   | 0.071     | -1.017 | 0.309     |
| D1*F09XCFP         | -0.05       | 0.13      | -0.044   | 0.073     | -0.387 | 0.699     |
| D1*F09XCFV         | 0.288       | 0.149     | 0.095    | 0.095     | 1.925  | 0.055     |
| D2*F09XCFP         | 0.117       | 0.149     | 0.05     | 0.23      | 0.782  | 0.435     |
| D2*F09XCFV         | 0.222       | 0.189     | 0.066    | 0.297     | 1.177  | 0.24      |
| D3*F09XCFP         | -0.153      | 0.154     | -0.07    | 0.186     | -0.991 | 0.322     |
| D3*F09XCFV         | 0.357       | 0.178     | 0.134    | 0.208     | 2.003  | 0.045     |
| D4*F09XCFP         | 0.114       | 0.172     | 0.034    | 0.362     | 0.661  | 0.508     |
| D4*F09XCFV         | 0.697       | 0.209     | 0.162    | 0.396     | 3.334  | 0.001     |
| D1*F09XCFP*F09XCFP | -0.234      | 0.057     | -0.366   | 0.119     | -4.131 | 0         |
| D1*F09XCFP*F09XCFV | 0.124       | 0.108     | 0.118    | 0.087     | 1.148  | 0.251     |
| D1*F09XCFV*F09XCFV | 0.131       | 0.087     | 0.133    | 0.119     | 1.504  | 0.133     |
| D2*F09XCFP*F09XCFP | -0.215      | 0.074     | -0.188   | 0.218     | -2.884 | 0.004     |
| D2*F09XCFP*F09XCFV | 0.154       | 0.139     | 0.064    | 0.28      | 1.109  | 0.268     |
| D2*F09XCFV*F09XCFV | 0.123       | 0.122     | 0.062    | 0.243     | 1.005  | 0.315     |
| D3*F09XCFP*F09XCFP | -0.158      | 0.069     | -0.158   | 0.193     | -2.28  | 0.023     |
| D3*F09XCFP*F09XCFV | 0.184       | 0.139     | 0.108    | 0.14      | 1.321  | 0.187     |
| D3*F09XCFV*F09XCFV | 0.039       | 0.101     | 0.032    | 0.135     | 0.381  | 0.703     |
| D4*F09XCFP*F09XCFP | -0.192      | 0.094     | -0.107   | 0.337     | -2.041 | 0.042     |
| D4*F09XCFP*F09XCFV | 0.187       | 0.19      | 0.064    | 0.222     | 0.982  | 0.326     |
| D4*F09XCFV*F09XCFV | 0.183       | 0.134     | 0.096    | 0.19      | 1.369  | 0.171     |

|                    | P           | Direction | Effect Size |          |                |        |                |  |
|--------------------|-------------|-----------|-------------|----------|----------------|--------|----------------|--|
|                    |             |           | X           | Y        | X <sup>2</sup> | XY     | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |             |           |             |          |                |        |                |  |
| Fit Slope          | <b>0.03</b> | -0.272    | 0.016       | -0.288 * | 0.19 ***       | -0.128 | -0.081         |  |
| Fit Curve          | 0.816       | -0.019    |             |          |                |        |                |  |
| Misfit Slope       | 0.194       | 0.304     |             |          |                |        |                |  |
| Misfit Curve       | 0.198       | 0.237     |             |          |                |        |                |  |
| <b>USA</b>         |             |           |             |          |                |        |                |  |
| Fit Slope          | 0.082       | -0.034    | -0.034      | 0        | -0.044 ***     | -0.004 | 0.05           |  |
| Fit Curve          | 0.825       | 0.002     |             |          |                |        |                |  |
| Misfit Slope       | 0.168       | 0.542     |             |          |                |        |                |  |
| Misfit Curve       | 0.245       | 0.01      |             |          |                |        |                |  |
| <b>BRAZIL</b>      |             |           |             |          |                |        |                |  |
| Fit Slope          | 0.059       | 0.067     | 0.133       | -0.066   | -0.025 **      | 0.026  | 0.042          |  |
| Fit Curve          | 0.643       | 0.043     |             |          |                |        |                |  |
| Misfit Slope       | 0.715       | 0.199     |             |          |                |        |                |  |
| Misfit Curve       | 0.345       | -0.009    |             |          |                |        |                |  |
| <b>GB</b>          |             |           |             |          |                |        |                |  |
| Fit Slope          | 0.214       | -0.068    | -0.137      | 0.069 *  | 0.032 *        | 0.056  | -0.042         |  |
| Fit Curve          | 0.553       | 0.046     |             |          |                |        |                |  |
| Misfit Slope       | 0.079       | -0.206    |             |          |                |        |                |  |
| Misfit Curve       | 0.228       | -0.066    |             |          |                |        |                |  |
| <b>NETHERLANDS</b> |             |           |             |          |                |        |                |  |
| Fit Slope          | <b>0</b>    | 0.539     | 0.13        | 0.409 ** | -0.002 *       | 0.059  | 0.102          |  |
| Fit Curve          | 0.189       | 0.159     |             |          |                |        |                |  |
| Misfit Slope       | 0.077       | -0.279    |             |          |                |        |                |  |
| Misfit Curve       | 0.563       | 0.041     |             |          |                |        |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 195.198        | 29  | 6.731       | 5.92    | 0.000 |
| Residual   | 1026.614       | 903 | 1.137       |         |       |

**Modesty (IV) and Encourager (DV)**

Dep Var: F07RAWFP N: 933 Multiple R: 0.310 Squared multiple R: 0.096

Adjusted squared multiple R: 0.067 Standard error of estimate: 1.184

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.06           | 0.096          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 4.883       | 0.184     | 0        |           | 26.472 | 0         |
| F09XCFP            | 0.193       | 0.137     | 0.213    | 0.043     | 1.403  | 0.161     |
| F09XCFV            | 0.173       | 0.157     | 0.146    | 0.057     | 1.107  | 0.269     |
| D1                 | 0.546       | 0.2       | 0.22     | 0.154     | 2.735  | 0.006     |
| D2                 | 0.296       | 0.264     | 0.077    | 0.211     | 1.123  | 0.262     |
| D3                 | 0.168       | 0.241     | 0.048    | 0.207     | 0.697  | 0.486     |
| D4                 | 0.553       | 0.279     | 0.115    | 0.297     | 1.978  | 0.048     |
| F09XCFP*F09XCFP    | -0.117      | 0.056     | -0.214   | 0.093     | -2.069 | 0.039     |
| F09XCFP*F09XCFV    | 0.063       | 0.113     | 0.077    | 0.052     | 0.554  | 0.58      |
| F09XCFV*F09XCFV    | 0.094       | 0.088     | 0.127    | 0.071     | 1.067  | 0.286     |
| D1*F09XCFP         | -0.175      | 0.144     | -0.142   | 0.073     | -1.212 | 0.226     |
| D1*F09XCFV         | -0.102      | 0.166     | -0.063   | 0.095     | -0.613 | 0.54      |
| D2*F09XCFP         | -0.121      | 0.166     | -0.048   | 0.23      | -0.732 | 0.464     |
| D2*F09XCFV         | -0.193      | 0.21      | -0.053   | 0.297     | -0.919 | 0.358     |
| D3*F09XCFP         | 0.014       | 0.171     | 0.006    | 0.186     | 0.079  | 0.937     |
| D3*F09XCFV         | -0.063      | 0.198     | -0.022   | 0.208     | -0.319 | 0.75      |
| D4*F09XCFP         | -0.253      | 0.191     | -0.07    | 0.362     | -1.324 | 0.186     |
| D4*F09XCFV         | -0.332      | 0.232     | -0.072   | 0.396     | -1.429 | 0.153     |
| D1*F09XCFP*F09XCFP | 0.067       | 0.063     | 0.099    | 0.119     | 1.072  | 0.284     |
| D1*F09XCFP*F09XCFV | -0.048      | 0.12      | -0.043   | 0.087     | -0.403 | 0.687     |
| D1*F09XCFV*F09XCFV | -0.036      | 0.096     | -0.035   | 0.119     | -0.376 | 0.707     |
| D2*F09XCFP*F09XCFP | 0.213       | 0.083     | 0.175    | 0.218     | 2.578  | 0.01      |
| D2*F09XCFP*F09XCFV | 0.104       | 0.154     | 0.04     | 0.28      | 0.672  | 0.501     |
| D2*F09XCFV*F09XCFV | -0.219      | 0.135     | -0.104   | 0.243     | -1.617 | 0.106     |
| D3*F09XCFP*F09XCFP | 0.108       | 0.077     | 0.1      | 0.193     | 1.394  | 0.164     |
| D3*F09XCFP*F09XCFV | -0.135      | 0.155     | -0.074   | 0.14      | -0.875 | 0.382     |
| D3*F09XCFV*F09XCFV | -0.066      | 0.112     | -0.051   | 0.135     | -0.59  | 0.555     |
| D4*F09XCFP*F09XCFP | 0.122       | 0.105     | 0.063    | 0.337     | 1.164  | 0.245     |
| D4*F09XCFP*F09XCFV | 0.01        | 0.211     | 0.003    | 0.222     | 0.046  | 0.964     |
| D4*F09XCFV*F09XCFV | -0.059      | 0.149     | -0.029   | 0.19      | -0.399 | 0.69      |

| Country            | P            | Direction | Effect Size |        |                |        |                |
|--------------------|--------------|-----------|-------------|--------|----------------|--------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| <b>JAPAN</b>       |              |           |             |        |                |        |                |
| Fit Slope          | <b>0.009</b> | 0.366     | 0.193       | 0.173  | -0.117         | 0.063  | 0.094          |
| Fit Curve          | 0.663        | 0.04      |             |        |                |        |                |
| Misfit Slope       | 0.94         | 0.02      |             |        |                |        |                |
| Misfit Curve       | 0.677        | -0.086    |             |        |                |        |                |
| <b>USA</b>         |              |           |             |        |                |        |                |
| Fit Slope          | 0.067        | 0.089     | 0.018       | 0.071  | -0.05          | 0.015  | 0.058          |
| Fit Curve          | 0.869        | 0.023     |             |        |                |        |                |
| Misfit Slope       | 0.788        | -0.257    |             |        |                |        |                |
| Misfit Curve       | 0.714        | -0.007    |             |        |                |        |                |
| <b>BRAZIL</b>      |              |           |             |        |                |        |                |
| Fit Slope          | 0.114        | 0.052     | 0.072       | -0.02  | 0.096          | 0.167  | -0.125         |
| Fit Curve          | 0.509        | 0.138     |             |        |                |        |                |
| Misfit Slope       | 0.824        | 0.092     |             |        |                |        |                |
| Misfit Curve       | 0.705        | -0.196    |             |        |                |        |                |
| <b>GB</b>          |              |           |             |        |                |        |                |
| Fit Slope          | 0.786        | 0.317     | 0.207       | 0.11   | -0.009         | -0.072 | 0.028          |
| Fit Curve          | 0.435        | -0.053    |             |        |                |        |                |
| Misfit Slope       | 0.812        | 0.097     |             |        |                |        |                |
| Misfit Curve       | 0.528        | 0.091     |             |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |             |        |                |        |                |
| Fit Slope          | <b>0.007</b> | -0.219    | -0.06       | -0.159 | 0.005          | 0.073  | 0.035          |
| Fit Curve          | 0.63         | 0.113     |             |        |                |        |                |
| Misfit Slope       | 0.831        | 0.099     |             |        |                |        |                |
| Misfit Curve       | 0.888        | -0.033    |             |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 134.613        | 29  | 4.642       | 3.313   | 0.000 |
| Residual   | 1265.213       | 903 | 1.401       |         |       |

**Modesty (IV) and Performance Orientation (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.365 Squared multiple R: 0.134

Adjusted squared multiple R: 0.106 Standard error of estimate: 0.805

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 5.142          | 0.134          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.317       | 0.125     | 0        |           | 42.413 | 0         |
| F09XCFP            | 0.229       | 0.093     | 0.365    | 0.043     | 2.455  | 0.014     |
| F09XCFV            | -0.119      | 0.106     | -0.145   | 0.057     | -1.119 | 0.264     |
| D1                 | 0.777       | 0.136     | 0.452    | 0.154     | 5.724  | 0         |
| D2                 | 0.508       | 0.179     | 0.191    | 0.211     | 2.832  | 0.005     |
| D3                 | 0.622       | 0.164     | 0.258    | 0.207     | 3.795  | 0         |
| D4                 | 0.46        | 0.19      | 0.138    | 0.297     | 2.422  | 0.016     |
| F09XCFP*F09XCFP    | 0.006       | 0.038     | 0.016    | 0.093     | 0.155  | 0.877     |
| F09XCFP*F09XCFV    | 0.018       | 0.077     | 0.032    | 0.052     | 0.236  | 0.813     |
| F09XCFV*F09XCFV    | -0.005      | 0.06      | -0.009   | 0.071     | -0.081 | 0.936     |
| D1*F09XCFP         | -0.177      | 0.098     | -0.207   | 0.073     | -1.806 | 0.071     |
| D1*F09XCFV         | 0.103       | 0.113     | 0.091    | 0.095     | 0.911  | 0.362     |
| D2*F09XCFP         | -0.189      | 0.113     | -0.108   | 0.23      | -1.677 | 0.094     |
| D2*F09XCFV         | 0.278       | 0.143     | 0.111    | 0.297     | 1.948  | 0.052     |
| D3*F09XCFP         | -0.193      | 0.116     | -0.119   | 0.186     | -1.661 | 0.097     |
| D3*F09XCFV         | 0.095       | 0.134     | 0.048    | 0.208     | 0.705  | 0.481     |
| D4*F09XCFP         | -0.352      | 0.13      | -0.139   | 0.362     | -2.706 | 0.007     |
| D4*F09XCFV         | -0.064      | 0.158     | -0.02    | 0.396     | -0.408 | 0.683     |
| D1*F09XCFP*F09XCFP | -0.019      | 0.043     | -0.041   | 0.119     | -0.453 | 0.65      |
| D1*F09XCFP*F09XCFV | -0.015      | 0.081     | -0.019   | 0.087     | -0.183 | 0.855     |
| D1*F09XCFV*F09XCFV | 0.039       | 0.066     | 0.054    | 0.119     | 0.598  | 0.55      |
| D2*F09XCFP*F09XCFP | 0.074       | 0.056     | 0.087    | 0.218     | 1.313  | 0.19      |
| D2*F09XCFP*F09XCFV | -0.03       | 0.105     | -0.017   | 0.28      | -0.283 | 0.777     |
| D2*F09XCFV*F09XCFV | 0.065       | 0.092     | 0.044    | 0.243     | 0.704  | 0.482     |
| D3*F09XCFP*F09XCFP | -0.065      | 0.052     | -0.087   | 0.193     | -1.234 | 0.218     |
| D3*F09XCFP*F09XCFV | 0.002       | 0.105     | 0.001    | 0.14      | 0.018  | 0.986     |
| D3*F09XCFV*F09XCFV | -0.005      | 0.076     | -0.006   | 0.135     | -0.067 | 0.947     |
| D4*F09XCFP*F09XCFP | 0.008       | 0.071     | 0.006    | 0.337     | 0.111  | 0.911     |
| D4*F09XCFP*F09XCFV | -0.174      | 0.143     | -0.08    | 0.222     | -1.215 | 0.224     |
| D4*F09XCFV*F09XCFV | 0.089       | 0.101     | 0.062    | 0.19      | 0.878  | 0.38      |

|                    | P     | Direction | X         | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|-------|-----------|-----------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |       |           |           |        |                |        |                |
| Fit Slope          | 0.246 | 0.11      | 0.229 *   | -0.119 | 0.006          | 0.018  | -0.005         |
| Fit Curve          | 0.758 | 0.019     |           |        |                |        |                |
| Misfit Slope       | 0.049 | 0.348     |           |        |                |        |                |
| Misfit Curve       | 0.902 | -0.017    |           |        |                |        |                |
| <b>USA</b>         |       |           |           |        |                |        |                |
| Fit Slope          | 0.469 | 0.036     | 0.052     | -0.016 | -0.013         | 0.003  | 0.034          |
| Fit Curve          | 0.944 | 0.024     |           |        |                |        |                |
| Misfit Slope       | 0.13  | 0.274     |           |        |                |        |                |
| Misfit Curve       | 0.813 | 0.018     |           |        |                |        |                |
| <b>BRAZIL</b>      |       |           |           |        |                |        |                |
| Fit Slope          | 0.509 | 0.199     | 0.04      | 0.159  | 0.08           | -0.012 | 0.06           |
| Fit Curve          | 0.279 | 0.128     |           |        |                |        |                |
| Misfit Slope       | 0.033 | -0.119    |           |        |                |        |                |
| Misfit Curve       | 0.393 | 0.152     |           |        |                |        |                |
| <b>GB</b>          |       |           |           |        |                |        |                |
| Fit Slope          | 0.429 | 0.012     | 0.036     | -0.024 | -0.059         | 0.02   | -0.01          |
| Fit Curve          | 0.407 | -0.049    |           |        |                |        |                |
| Misfit Slope       | 0.188 | 0.06      |           |        |                |        |                |
| Misfit Curve       | 0.706 | -0.089    |           |        |                |        |                |
| <b>NETHERLANDS</b> |       |           |           |        |                |        |                |
| Fit Slope          | 0.005 | -0.306    | -0.123 ** | -0.183 | 0.014          | -0.156 | 0.084          |
| Fit Curve          | 0.446 | -0.058    |           |        |                |        |                |
| Misfit Slope       | 0.248 | 0.06      |           |        |                |        |                |
| Misfit Curve       | 0.289 | 0.254     |           |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 90.053         | 29  | 3.105       | 4.798   | 0.000 |
| Residual   | 584.483        | 903 | 0.647       |         |       |

**Modesty (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.332 Squared multiple R: 0.110

Adjusted squared multiple R: 0.081 Standard error of estimate: 0.933

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 3.777          | 0.110          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.591       | 0.145     | 0        |           | 38.465 | 0         |
| F09XCFP            | 0.265       | 0.108     | 0.369    | 0.043     | 2.45   | 0.014     |
| F09XCFV            | 0.092       | 0.123     | 0.097    | 0.057     | 0.744  | 0.457     |
| D1                 | 0.518       | 0.157     | 0.263    | 0.154     | 3.291  | 0.001     |
| D2                 | 0.429       | 0.208     | 0.141    | 0.211     | 2.065  | 0.039     |
| D3                 | 0.051       | 0.19      | 0.018    | 0.207     | 0.268  | 0.789     |
| D4                 | 0.531       | 0.22      | 0.139    | 0.297     | 2.414  | 0.016     |
| F09XCFP*F09XCFP    | -0.064      | 0.044     | -0.148   | 0.093     | -1.443 | 0.149     |
| F09XCFP*F09XCFV    | 0.13        | 0.089     | 0.2      | 0.052     | 1.456  | 0.146     |
| F09XCFV*F09XCFV    | 0.039       | 0.069     | 0.067    | 0.071     | 0.564  | 0.573     |
| D1*F09XCFP         | -0.219      | 0.114     | -0.223   | 0.073     | -1.921 | 0.055     |
| D1*F09XCFV         | -0.046      | 0.131     | -0.035   | 0.095     | -0.348 | 0.728     |
| D2*F09XCFP         | -0.277      | 0.13      | -0.139   | 0.23      | -2.122 | 0.034     |
| D2*F09XCFV         | -0.2        | 0.165     | -0.07    | 0.297     | -1.211 | 0.226     |
| D3*F09XCFP         | -0.125      | 0.135     | -0.067   | 0.186     | -0.927 | 0.354     |
| D3*F09XCFV         | -0.114      | 0.156     | -0.05    | 0.208     | -0.73  | 0.465     |
| D4*F09XCFP         | -0.32       | 0.151     | -0.11    | 0.362     | -2.118 | 0.034     |
| D4*F09XCFV         | -0.17       | 0.183     | -0.046   | 0.396     | -0.931 | 0.352     |
| D1*F09XCFP*F09XCFP | 0.043       | 0.049     | 0.08     | 0.119     | 0.875  | 0.382     |
| D1*F09XCFP*F09XCFV | -0.131      | 0.094     | -0.148   | 0.087     | -1.392 | 0.164     |
| D1*F09XCFV*F09XCFV | -0.014      | 0.076     | -0.016   | 0.119     | -0.18  | 0.857     |
| D2*F09XCFP*F09XCFP | 0.112       | 0.065     | 0.116    | 0.218     | 1.723  | 0.085     |
| D2*F09XCFP*F09XCFV | -0.078      | 0.121     | -0.038   | 0.28      | -0.644 | 0.52      |
| D2*F09XCFV*F09XCFV | -0.14       | 0.107     | -0.084   | 0.243     | -1.317 | 0.188     |
| D3*F09XCFP*F09XCFP | 0.083       | 0.061     | 0.097    | 0.193     | 1.359  | 0.174     |
| D3*F09XCFP*F09XCFV | -0.221      | 0.122     | -0.152   | 0.14      | -1.811 | 0.07      |
| D3*F09XCFV*F09XCFV | 0.036       | 0.088     | 0.034    | 0.135     | 0.403  | 0.687     |
| D4*F09XCFP*F09XCFP | 0.09        | 0.082     | 0.059    | 0.337     | 1.092  | 0.275     |
| D4*F09XCFP*F09XCFV | -0.178      | 0.166     | -0.071   | 0.222     | -1.069 | 0.286     |
| D4*F09XCFV*F09XCFV | 0.032       | 0.117     | 0.02     | 0.19      | 0.277  | 0.781     |

|                    | P            | Direction | X        | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|----------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |          |        |                |        |                |
| Fit Slope          | <b>0.001</b> | 0.357     | 0.265 *  | 0.092  | -0.064         | 0.13   | 0.039          |
| Fit Curve          | 0.149        | 0.105     |          |        |                |        |                |
| Misfit Slope       | 0.397        | 0.173     |          |        |                |        |                |
| Misfit Curve       | 0.337        | -0.155    |          |        |                |        |                |
| <b>USA</b>         |              |           |          |        |                |        |                |
| Fit Slope          | <b>0.027</b> | 0.092     | 0.046    | 0.046  | -0.021         | -0.001 | 0.025          |
| Fit Curve          | 0.214        | 0.003     |          |        |                |        |                |
| Misfit Slope       | 0.419        | -0.092    |          |        |                |        |                |
| Misfit Curve       | 0.346        | 0.005     |          |        |                |        |                |
| <b>BRAZIL</b>      |              |           |          |        |                |        |                |
| Fit Slope          | <b>0.002</b> | -0.12     | -0.012 * | -0.108 | 0.048          | 0.052  | -0.101         |
| Fit Curve          | 0.362        | -0.001    |          |        |                |        |                |
| Misfit Slope       | 0.763        | 0.096     |          |        |                |        |                |
| Misfit Curve       | 0.827        | -0.105    |          |        |                |        |                |
| <b>GB</b>          |              |           |          |        |                |        |                |
| Fit Slope          | 0.097        | 0.118     | 0.14     | -0.022 | 0.019          | -0.091 | 0.075          |
| Fit Curve          | 0.28         | 0.003     |          |        |                |        |                |
| Misfit Slope       | 0.966        | 0.162     |          |        |                |        |                |
| Misfit Curve       | 0.124        | 0.185     |          |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |          |        |                |        |                |
| Fit Slope          | <b>0.004</b> | -0.133    | -0.055 * | -0.078 | 0.026          | -0.048 | 0.071          |
| Fit Curve          | 0.641        | 0.049     |          |        |                |        |                |
| Misfit Slope       | 0.605        | 0.023     |          |        |                |        |                |
| Misfit Curve       | 0.311        | 0.145     |          |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 97.094         | 29  | 3.348       | 3.847   | 0.000 |
| Residual   | 785.874        | 903 | 0.87        |         |       |

**Modesty (IV) and Team Building (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.352 Squared multiple R: 0.124

Adjusted squared multiple R: 0.096 Standard error of estimate: 0.929

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.486          | 0.124          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.009       | 0.145     | 0        |           | 34.585 | 0         |
| F09XCFP            | 0.213       | 0.108     | 0.296    | 0.043     | 1.98   | 0.048     |
| F09XCFV            | 0.05        | 0.123     | 0.053    | 0.057     | 0.405  | 0.686     |
| D1                 | 0.631       | 0.157     | 0.319    | 0.154     | 4.023  | 0         |
| D2                 | 0.505       | 0.207     | 0.165    | 0.211     | 2.44   | 0.015     |
| D3                 | 0.31        | 0.189     | 0.112    | 0.207     | 1.635  | 0.102     |
| D4                 | 0.58        | 0.219     | 0.151    | 0.297     | 2.645  | 0.008     |
| F09XCFP*F09XCFP    | -0.076      | 0.044     | -0.176   | 0.093     | -1.728 | 0.084     |
| F09XCFP*F09XCFV    | 0.006       | 0.089     | 0.009    | 0.052     | 0.063  | 0.95      |
| F09XCFV*F09XCFV    | 0.111       | 0.069     | 0.187    | 0.071     | 1.601  | 0.11      |
| D1*F09XCFP         | -0.164      | 0.113     | -0.166   | 0.073     | -1.446 | 0.149     |
| D1*F09XCFV         | -0.038      | 0.13      | -0.029   | 0.095     | -0.291 | 0.771     |
| D2*F09XCFP         | -0.162      | 0.13      | -0.081   | 0.23      | -1.246 | 0.213     |
| D2*F09XCFV         | -0.075      | 0.165     | -0.026   | 0.297     | -0.455 | 0.649     |
| D3*F09XCFP         | -0.033      | 0.134     | -0.018   | 0.186     | -0.247 | 0.805     |
| D3*F09XCFV         | -0.032      | 0.155     | -0.014   | 0.208     | -0.206 | 0.837     |
| D4*F09XCFP         | -0.295      | 0.15      | -0.102   | 0.362     | -1.963 | 0.05      |
| D4*F09XCFV         | -0.306      | 0.182     | -0.083   | 0.396     | -1.679 | 0.094     |
| D1*F09XCFP*F09XCFP | 0.064       | 0.049     | 0.118    | 0.119     | 1.3    | 0.194     |
| D1*F09XCFP*F09XCFV | -0.006      | 0.094     | -0.006   | 0.087     | -0.061 | 0.951     |
| D1*F09XCFV*F09XCFV | -0.065      | 0.076     | -0.078   | 0.119     | -0.862 | 0.389     |
| D2*F09XCFP*F09XCFP | 0.18        | 0.065     | 0.185    | 0.218     | 2.777  | 0.006     |
| D2*F09XCFP*F09XCFV | 0.028       | 0.121     | 0.013    | 0.28      | 0.228  | 0.82      |
| D2*F09XCFV*F09XCFV | -0.264      | 0.106     | -0.157   | 0.243     | -2.484 | 0.013     |
| D3*F09XCFP*F09XCFP | 0.04        | 0.061     | 0.047    | 0.193     | 0.664  | 0.507     |
| D3*F09XCFP*F09XCFV | -0.012      | 0.122     | -0.009   | 0.14      | -0.103 | 0.918     |
| D3*F09XCFV*F09XCFV | -0.098      | 0.088     | -0.095   | 0.135     | -1.114 | 0.266     |
| D4*F09XCFP*F09XCFP | 0.044       | 0.082     | 0.029    | 0.337     | 0.534  | 0.594     |
| D4*F09XCFP*F09XCFV | -0.058      | 0.166     | -0.023   | 0.222     | -0.348 | 0.728     |
| D4*F09XCFV*F09XCFV | -0.043      | 0.117     | -0.027   | 0.19      | -0.372 | 0.71      |

| Country            | P            | Direction | Effect Size |        |                |        |                |
|--------------------|--------------|-----------|-------------|--------|----------------|--------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| <b>JAPAN</b>       | <b>0.016</b> | 0.263     | 0.213 *     | 0.05   | -0.076         | 0.006  | 0.111          |
| Fit Slope          |              |           |             |        |                |        |                |
| Fit Curve          | 0.581        | 0.041     |             |        |                |        |                |
| Misfit Slope       | 0.422        | 0.163     |             |        |                |        |                |
| Misfit Curve       | 0.858        | 0.029     |             |        |                |        |                |
| <b>USA</b>         |              |           |             |        |                |        |                |
| Fit Slope          | 0.089        | 0.061     | 0.049       | 0.012  | -0.012         | 0      | 0.046          |
| Fit Curve          | 0.932        | 0.034     |             |        |                |        |                |
| Misfit Slope       | 0.555        | -0.039    |             |        |                |        |                |
| Misfit Curve       | 0.978        | 0.034     |             |        |                |        |                |
| <b>BRAZIL</b>      |              |           |             |        |                |        |                |
| Fit Slope          | 0.129        | 0.026     | 0.051       | -0.025 | 0.104 **       | 0.034  | -0.153         |
| Fit Curve          | 0.628        | -0.015    |             |        |                |        |                |
| Misfit Slope       | 0.731        | 0.076     |             |        |                |        |                |
| Misfit Curve       | 0.624        | -0.083    |             |        |                |        |                |
| <b>GB</b>          |              |           |             |        |                |        |                |
| Fit Slope          | 0.65         | 0.198     | 0.18        | 0.018  | -0.036         | -0.006 | 0.013          |
| Fit Curve          | 0.457        | -0.029    |             |        |                |        |                |
| Misfit Slope       | 0.996        | 0.162     |             |        |                |        |                |
| Misfit Curve       | 0.836        | -0.017    |             |        |                |        |                |
| <b>NETHERLANDS</b> | <b>0</b>     | -0.338    | -0.082      | -0.256 | -0.032         | -0.052 | 0.068          |
| Fit Slope          |              |           |             |        |                |        |                |
| Fit Curve          | 0.627        | -0.016    |             |        |                |        |                |
| Misfit Slope       | 0.97         | 0.174     |             |        |                |        |                |
| Misfit Curve       | 0.844        | 0.088     |             |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 110.462        | 29  | 3.809       | 4.409   | 0.000 |
| Residual   | 780.069        | 903 | 0.864       |         |       |

**Modesty (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.335 Squared multiple R: 0.112

Adjusted squared multiple R: 0.084 Standard error of estimate: 1.257

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.426          | 0.112          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.375       | 0.196     | 0        |           | 12.12  | 0         |
| F09XCFP            | -0.263      | 0.146     | -0.271   | 0.043     | -1.801 | 0.072     |
| F09XCFV            | 0.097       | 0.166     | 0.076    | 0.057     | 0.583  | 0.56      |
| D1                 | -0.082      | 0.212     | -0.031   | 0.154     | -0.387 | 0.699     |
| D2                 | 0.527       | 0.28      | 0.128    | 0.211     | 1.882  | 0.06      |
| D3                 | 0.528       | 0.256     | 0.142    | 0.207     | 2.062  | 0.039     |
| D4                 | 0.008       | 0.297     | 0.001    | 0.297     | 0.026  | 0.979     |
| F09XCFP*F09XCFP    | 0.163       | 0.06      | 0.279    | 0.093     | 2.719  | 0.007     |
| F09XCFP*F09XCFV    | -0.044      | 0.12      | -0.05    | 0.052     | -0.363 | 0.716     |
| F09XCFV*F09XCFV    | -0.068      | 0.094     | -0.085   | 0.071     | -0.725 | 0.469     |
| D1*F09XCFP         | 0.299       | 0.153     | 0.226    | 0.073     | 1.95   | 0.051     |
| D1*F09XCFV         | -0.138      | 0.176     | -0.079   | 0.095     | -0.782 | 0.434     |
| D2*F09XCFP         | 0.321       | 0.176     | 0.119    | 0.23      | 1.827  | 0.068     |
| D2*F09XCFV         | 0.116       | 0.223     | 0.03     | 0.297     | 0.521  | 0.602     |
| D3*F09XCFP         | 0.207       | 0.181     | 0.083    | 0.186     | 1.142  | 0.254     |
| D3*F09XCFV         | -0.104      | 0.21      | -0.034   | 0.208     | -0.494 | 0.621     |
| D4*F09XCFP         | 0.508       | 0.203     | 0.13     | 0.362     | 2.499  | 0.013     |
| D4*F09XCFV         | 0.123       | 0.247     | 0.025    | 0.396     | 0.497  | 0.619     |
| D1*F09XCFP*F09XCFP | -0.147      | 0.067     | -0.2     | 0.119     | -2.201 | 0.028     |
| D1*F09XCFP*F09XCFV | -0.024      | 0.127     | -0.02    | 0.087     | -0.191 | 0.848     |
| D1*F09XCFV*F09XCFP | 0.087       | 0.102     | 0.078    | 0.119     | 0.855  | 0.393     |
| D2*F09XCFP*F09XCFP | -0.177      | 0.088     | -0.136   | 0.218     | -2.021 | 0.044     |
| D2*F09XCFP*F09XCFV | -0.156      | 0.164     | -0.056   | 0.28      | -0.954 | 0.341     |
| D2*F09XCFV*F09XCFV | 0.439       | 0.144     | 0.194    | 0.243     | 3.055  | 0.002     |
| D3*F09XCFP*F09XCFP | -0.252      | 0.082     | -0.22    | 0.193     | -3.076 | 0.002     |
| D3*F09XCFP*F09XCFV | 0.276       | 0.164     | 0.14     | 0.14      | 1.676  | 0.094     |
| D3*F09XCFV*F09XCFV | -0.072      | 0.119     | -0.052   | 0.135     | -0.603 | 0.547     |
| D4*F09XCFP*F09XCFP | -0.152      | 0.111     | -0.074   | 0.337     | -1.368 | 0.172     |
| D4*F09XCFP*F09XCFV | 0.015       | 0.224     | 0.004    | 0.222     | 0.066  | 0.948     |
| D4*F09XCFV*F09XCFV | 0.067       | 0.158     | 0.031    | 0.19      | 0.426  | 0.67      |

| Country            | P     | Direction | Effect Size |        |                |        |                |
|--------------------|-------|-----------|-------------|--------|----------------|--------|----------------|
|                    |       |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| <b>JAPAN</b>       | 0.263 | -0.166    | -0.263      | 0.097  | 0.163 **       | -0.044 | -0.068         |
|                    | 0.601 | 0.051     |             |        |                |        |                |
|                    | 0.192 | -0.36     |             |        |                |        |                |
| <b>USA</b>         | 0.315 | -0.005    | 0.036       | -0.041 | 0.016 *        | -0.068 | 0.019          |
|                    | 0.448 | -0.033    |             |        |                |        |                |
|                    | 0.131 | -0.199    |             |        |                |        |                |
| <b>BRAZIL</b>      | 0.039 | 0.271     | 0.058       | 0.213  | -0.014 *       | -0.2   | 0.371          |
|                    | 0.5   | 0.157     |             |        |                |        |                |
|                    | 0.549 | -0.155    |             |        |                |        |                |
| <b>GB</b>          | 0.594 | -0.063    | -0.056      | -0.007 | -0.089 **      | 0.232  | -0.14          |
|                    | 0.705 | 0.003     |             |        |                |        |                |
|                    | 0.363 | -0.049    |             |        |                |        |                |
| <b>NETHERLANDS</b> | 0.006 | 0.465     | 0.245 *     | 0.22   | 0.011          | -0.029 | -0.001         |
|                    | 0.659 | -0.019    |             |        |                |        |                |
|                    | 0.321 | 0.025     |             |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 180.688        | 29  | 6.231       | 3.941   | 0.000 |
| Residual   | 1427.693       | 903 | 1.581       |         |       |

**Protective/Sensitive (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.323 Squared multiple R: 0.105

Adjusted squared multiple R: 0.076 Standard error of estimate: 0.936

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.505          | 0.105          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.857       | 0.151     | 0        |           | 38.838 | 0         |
| F12XCFP            | -0.256      | 0.125     | -0.313   | 0.043     | -2.056 | 0.04      |
| F12XCFV            | 0.143       | 0.124     | 0.159    | 0.052     | 1.151  | 0.25      |
| D1                 | 0.227       | 0.161     | 0.115    | 0.148     | 1.409  | 0.159     |
| D2                 | 0.23        | 0.201     | 0.076    | 0.227     | 1.144  | 0.253     |
| D3                 | 0.034       | 0.191     | 0.012    | 0.207     | 0.176  | 0.861     |
| D4                 | 0.419       | 0.229     | 0.11     | 0.277     | 1.829  | 0.068     |
| F12XCFP*F12XCFP    | -0.264      | 0.053     | -0.575   | 0.074     | -4.975 | 0         |
| F12XCFP*F12XCFV    | 0.137       | 0.093     | 0.211    | 0.048     | 1.474  | 0.141     |
| F12XCFV*F12XCFV    | -0.001      | 0.072     | -0.002   | 0.067     | -0.013 | 0.989     |
| D1*F12XCFP         | 0.322       | 0.132     | 0.269    | 0.082     | 2.449  | 0.015     |
| D1*F12XCFV         | -0.127      | 0.13      | -0.105   | 0.085     | -0.973 | 0.331     |
| D2*F12XCFP         | 0.251       | 0.172     | 0.102    | 0.205     | 1.461  | 0.144     |
| D2*F12XCFV         | -0.284      | 0.158     | -0.105   | 0.293     | -1.799 | 0.072     |
| D3*F12XCFP         | 0.16        | 0.148     | 0.078    | 0.192     | 1.082  | 0.28      |
| D3*F12XCFV         | -0.075      | 0.146     | -0.033   | 0.243     | -0.512 | 0.609     |
| D4*F12XCFP         | 0.156       | 0.163     | 0.062    | 0.235     | 0.958  | 0.339     |
| D4*F12XCFV         | -0.155      | 0.173     | -0.049   | 0.326     | -0.894 | 0.371     |
| D1*F12XCFP*F12XCFP | 0.313       | 0.06      | 0.43     | 0.145     | 5.197  | 0         |
| D1*F12XCFP*F12XCFV | -0.192      | 0.099     | -0.194   | 0.099     | -1.944 | 0.052     |
| D1*F12XCFV*F12XCFV | -0.02       | 0.077     | -0.027   | 0.093     | -0.265 | 0.791     |
| D2*F12XCFP*F12XCFP | 0.252       | 0.082     | 0.219    | 0.195     | 3.075  | 0.002     |
| D2*F12XCFP*F12XCFV | -0.262      | 0.124     | -0.12    | 0.309     | -2.111 | 0.035     |
| D2*F12XCFV*F12XCFV | 0.027       | 0.099     | 0.016    | 0.284     | 0.267  | 0.789     |
| D3*F12XCFP*F12XCFP | 0.189       | 0.067     | 0.204    | 0.187     | 2.807  | 0.005     |
| D3*F12XCFP*F12XCFV | -0.217      | 0.115     | -0.132   | 0.204     | -1.891 | 0.059     |
| D3*F12XCFV*F12XCFV | 0.005       | 0.095     | 0.004    | 0.199     | 0.055  | 0.956     |
| D4*F12XCFP*F12XCFP | 0.211       | 0.082     | 0.194    | 0.174     | 2.574  | 0.01      |
| D4*F12XCFP*F12XCFV | -0.142      | 0.143     | -0.091   | 0.119     | -0.993 | 0.321     |
| D4*F12XCFV*F12XCFV | 0.039       | 0.121     | 0.026    | 0.152     | 0.327  | 0.744     |

| Country            | P            | Direction | Effect Size |        | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|--------------------|--------------|-----------|-------------|--------|----------------|----------|----------------|
|                    |              |           | X           | Y      |                |          |                |
| <b>JAPAN</b>       | 0.336        | -0.113    | -0.256 *    | 0.143  | -0.264 ***     | 0.137    | -0.001         |
|                    | 0.053        | -0.128    |             |        |                |          |                |
|                    | 0.069        | -0.399    |             |        |                |          |                |
|                    | <b>0.025</b> | -0.402    |             |        |                |          |                |
| <b>USA</b>         | 0.127        | 0.082     | 0.066 *     | 0.016  | 0.049 ***      | -0.055   | -0.021         |
|                    | 0.2          | -0.027    |             |        |                |          |                |
|                    | <b>0.05</b>  | -0.204    |             |        |                |          |                |
|                    | <b>0.01</b>  | 0.083     |             |        |                |          |                |
| <b>BRAZIL</b>      | 0.855        | -0.146    | -0.005      | -0.141 | -0.012 **      | -0.125 * | 0.026          |
|                    | 0.893        | -0.111    |             |        |                |          |                |
|                    | 0.051        | 0.136     |             |        |                |          |                |
|                    | <b>0.019</b> | 0.139     |             |        |                |          |                |
| <b>GB</b>          | 0.567        | -0.028    | -0.096      | 0.068  | -0.075 **      | -0.08    | 0.004          |
|                    | 0.806        | -0.151    |             |        |                |          |                |
|                    | 0.356        | -0.164    |             |        |                |          |                |
|                    | 0.06         | 0.009     |             |        |                |          |                |
| <b>NETHERLANDS</b> | 0.991        | -0.112    | -0.1        | -0.012 | -0.053 *       | -0.005   | 0.038          |
|                    | 0.225        | -0.02     |             |        |                |          |                |
|                    | 0.295        | -0.088    |             |        |                |          |                |
|                    | 0.171        | -0.01     |             |        |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 92.304         | 29  | 3.183       | 3.635   | 0.000 |
| Residual   | 790.664        | 903 | 0.876       |         |       |



**Protective/Sensitive (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.401 Squared multiple R: 0.161

Adjusted squared multiple R: 0.134 Standard error of estimate: 1.066

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 6.216          | 0.161          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.619       | 0.172     | 0        |           | 15.249 | 0         |
| F12XCFP            | 0.403       | 0.142     | 0.418    | 0.043     | 2.84   | 0.005     |
| F12XCFV            | -0.15       | 0.141     | -0.141   | 0.052     | -1.058 | 0.29      |
| D1                 | -0.453      | 0.184     | -0.196   | 0.148     | -2.468 | 0.014     |
| D2                 | 0.588       | 0.229     | 0.164    | 0.227     | 2.57   | 0.01      |
| D3                 | -0.408      | 0.217     | -0.126   | 0.207     | -1.877 | 0.061     |
| D4                 | 0.02        | 0.261     | 0.004    | 0.277     | 0.076  | 0.939     |
| F12XCFP*F12XCFP    | 0.334       | 0.06      | 0.617    | 0.074     | 5.521  | 0         |
| F12XCFP*F12XCFV    | -0.295      | 0.106     | -0.385   | 0.048     | -2.777 | 0.006     |
| F12XCFV*F12XCFV    | 0.041       | 0.082     | 0.059    | 0.067     | 0.5    | 0.617     |
| D1*F12XCFP         | -0.501      | 0.15      | -0.356   | 0.082     | -3.345 | 0.001     |
| D1*F12XCFV         | 0.165       | 0.148     | 0.117    | 0.085     | 1.114  | 0.266     |
| D2*F12XCFP         | -0.257      | 0.195     | -0.089   | 0.205     | -1.316 | 0.189     |
| D2*F12XCFV         | 0.247       | 0.18      | 0.077    | 0.293     | 1.375  | 0.169     |
| D3*F12XCFP         | -0.38       | 0.168     | -0.157   | 0.192     | -2.258 | 0.024     |
| D3*F12XCFV         | 0.152       | 0.167     | 0.056    | 0.243     | 0.91   | 0.363     |
| D4*F12XCFP         | -0.162      | 0.186     | -0.055   | 0.235     | -0.872 | 0.383     |
| D4*F12XCFV         | -0.036      | 0.197     | -0.01    | 0.326     | -0.185 | 0.853     |
| D1*F12XCFP*F12XCFP | -0.345      | 0.069     | -0.403   | 0.145     | -5.028 | 0         |
| D1*F12XCFP*F12XCFV | 0.363       | 0.113     | 0.312    | 0.099     | 3.221  | 0.001     |
| D1*F12XCFV*F12XCFV | -0.018      | 0.087     | -0.02    | 0.093     | -0.202 | 0.84      |
| D2*F12XCFP*F12XCFP | -0.266      | 0.093     | -0.196   | 0.195     | -2.85  | 0.004     |
| D2*F12XCFP*F12XCFV | 0.31        | 0.141     | 0.12     | 0.309     | 2.193  | 0.029     |
| D2*F12XCFV*F12XCFV | -0.156      | 0.113     | -0.079   | 0.284     | -1.378 | 0.169     |
| D3*F12XCFP*F12XCFP | -0.303      | 0.077     | -0.278   | 0.187     | -3.942 | 0         |
| D3*F12XCFP*F12XCFV | 0.209       | 0.131     | 0.108    | 0.204     | 1.596  | 0.111     |
| D3*F12XCFV*F12XCFV | 0.158       | 0.108     | 0.1      | 0.199     | 1.464  | 0.143     |
| D4*F12XCFP*F12XCFP | -0.251      | 0.093     | -0.197   | 0.174     | -2.699 | 0.007     |
| D4*F12XCFP*F12XCFV | 0.179       | 0.163     | 0.097    | 0.119     | 1.096  | 0.273     |
| D4*F12XCFV*F12XCFV | 0.057       | 0.138     | 0.032    | 0.152     | 0.415  | 0.678     |

| Country            | P     | Direction | Effect Size |        |                |           |                |
|--------------------|-------|-----------|-------------|--------|----------------|-----------|----------------|
|                    |       |           | X           | Y      | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| <b>JAPAN</b>       | 0.059 | 0.253     | 0.403 **    | -0.15  | 0.334 ***      | -0.295 ** | 0.041          |
|                    | 0.287 | 0.08      |             |        |                |           |                |
|                    | 0.027 | 0.553     |             |        |                |           |                |
|                    | 0.001 | 0.67      |             |        |                |           |                |
| <b>USA</b>         | 0.022 | -0.083    | -0.098 **   | 0.015  | -0.011 ***     | 0.068 **  | 0.023          |
|                    | 0.998 | 0.08      |             |        |                |           |                |
|                    | 0.011 | 0.217     |             |        |                |           |                |
|                    | 0.001 | -0.056    |             |        |                |           |                |
| <b>BRAZIL</b>      | 0.963 | 0.243     | 0.146       | 0.097  | 0.068 **       | 0.015 *   | -0.115         |
|                    | 0.42  | -0.032    |             |        |                |           |                |
|                    | 0.106 | 0.049     |             |        |                |           |                |
|                    | 0.005 | -0.062    |             |        |                |           |                |
| <b>GB</b>          | 0.177 | 0.025     | 0.023 *     | 0.002  | 0.031 ***      | -0.086    | 0.199          |
|                    | 0.544 | 0.144     |             |        |                |           |                |
|                    | 0.066 | 0.021     |             |        |                |           |                |
|                    | 0.155 | 0.316     |             |        |                |           |                |
| <b>NETHERLANDS</b> | 0.272 | 0.055     | 0.241       | -0.186 | 0.083 **       | -0.116    | 0.098          |
|                    | 0.879 | 0.065     |             |        |                |           |                |
|                    | 0.71  | 0.427     |             |        |                |           |                |
|                    | 0.253 | 0.297     |             |        |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 196.639        | 29  | 6.781       | 5.973   | 0.000 |
| Residual   | 1025.173       | 903 | 1.135       |         |       |

**Protective/Sensitive (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.311 Squared multiple R: 0.097

Adjusted squared multiple R: 0.068 Standard error of estimate: 1.268

| $F_c$ | $R^2$ | Whole    | Culture |
|-------|-------|----------|---------|
|       |       | Equation | Matters |
|       |       | P        | P       |
| 3.534 | 0.097 | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.061       | 0.204     | 0        |           | 10.081 | 0         |
| F12XCFP            | 0.494       | 0.169     | 0.446    | 0.043     | 2.924  | 0.004     |
| F12XCFV            | -0.097      | 0.168     | -0.08    | 0.052     | -0.574 | 0.566     |
| D1                 | 0.241       | 0.219     | 0.091    | 0.148     | 1.1    | 0.272     |
| D2                 | 1.141       | 0.272     | 0.278    | 0.227     | 4.187  | 0         |
| D3                 | 0.559       | 0.259     | 0.15     | 0.207     | 2.16   | 0.031     |
| D4                 | 0.231       | 0.31      | 0.045    | 0.277     | 0.744  | 0.457     |
| F12XCFP*F12XCFP    | 0.415       | 0.072     | 0.669    | 0.074     | 5.768  | 0         |
| F12XCFP*F12XCFV    | -0.286      | 0.126     | -0.326   | 0.048     | -2.264 | 0.024     |
| F12XCFV*F12XCFV    | 0.115       | 0.097     | 0.144    | 0.067     | 1.18   | 0.238     |
| D1*F12XCFP         | -0.513      | 0.178     | -0.318   | 0.082     | -2.879 | 0.004     |
| D1*F12XCFV         | 0.081       | 0.177     | 0.05     | 0.085     | 0.46   | 0.645     |
| D2*F12XCFP         | -0.343      | 0.232     | -0.103   | 0.205     | -1.477 | 0.14      |
| D2*F12XCFV         | 0.073       | 0.214     | 0.02     | 0.293     | 0.343  | 0.732     |
| D3*F12XCFP         | -0.591      | 0.2       | -0.213   | 0.192     | -2.95  | 0.003     |
| D3*F12XCFV         | 0.246       | 0.199     | 0.079    | 0.243     | 1.238  | 0.216     |
| D4*F12XCFP         | -0.307      | 0.221     | -0.091   | 0.235     | -1.389 | 0.165     |
| D4*F12XCFV         | -0.019      | 0.234     | -0.005   | 0.326     | -0.083 | 0.934     |
| D1*F12XCFP*F12XCFP | -0.399      | 0.082     | -0.406   | 0.145     | -4.883 | 0         |
| D1*F12XCFP*F12XCFV | 0.253       | 0.134     | 0.189    | 0.099     | 1.888  | 0.059     |
| D1*F12XCFV*F12XCFV | -0.109      | 0.104     | -0.109   | 0.093     | -1.053 | 0.293     |
| D2*F12XCFP*F12XCFP | -0.351      | 0.111     | -0.226   | 0.195     | -3.156 | 0.002     |
| D2*F12XCFP*F12XCFV | 0.425       | 0.168     | 0.144    | 0.309     | 2.526  | 0.012     |
| D2*F12XCFV*F12XCFV | -0.23       | 0.135     | -0.101   | 0.284     | -1.702 | 0.089     |
| D3*F12XCFP*F12XCFP | -0.475      | 0.091     | -0.38    | 0.187     | -5.193 | 0         |
| D3*F12XCFP*F12XCFV | 0.358       | 0.156     | 0.161    | 0.204     | 2.304  | 0.021     |
| D3*F12XCFV*F12XCFV | -0.041      | 0.128     | -0.023   | 0.199     | -0.319 | 0.749     |
| D4*F12XCFP*F12XCFP | -0.381      | 0.111     | -0.26    | 0.174     | -3.438 | 0.001     |
| D4*F12XCFP*F12XCFV | 0.269       | 0.194     | 0.127    | 0.119     | 1.386  | 0.166     |
| D4*F12XCFV*F12XCFV | -0.075      | 0.164     | -0.037   | 0.152     | -0.457 | 0.648     |

| Country            | P     | Direction | X         | Y      | $\chi^2$  | XY       | $Y^2$  | Effect Size |  |
|--------------------|-------|-----------|-----------|--------|-----------|----------|--------|-------------|--|
|                    |       |           |           |        |           |          |        |             |  |
| <b>JAPAN</b>       |       |           |           |        |           |          |        |             |  |
|                    | 0.013 | 0.397     | 0.494 **  | -0.097 | 0.415 *** | -0.286 * | 0.115  |             |  |
|                    | 0.006 | 0.244     |           |        |           |          |        |             |  |
|                    | 0.047 | 0.591     |           |        |           |          |        |             |  |
| <b>USA</b>         |       |           |           |        |           |          |        |             |  |
|                    | 0.013 | -0.035    | -0.019 ** | -0.016 | 0.016 *** | -0.033   | 0.006  |             |  |
|                    | 0.017 | -0.011    |           |        |           |          |        |             |  |
|                    | 0.055 | 0.159     |           |        |           |          |        |             |  |
| <b>BRAZIL</b>      |       |           |           |        |           |          |        |             |  |
|                    | 0.279 | 0.127     | 0.151     | -0.024 | 0.064 **  | 0.139 *  | -0.115 |             |  |
|                    | 0.349 | 0.088     |           |        |           |          |        |             |  |
|                    | 0.261 | 0.175     |           |        |           |          |        |             |  |
| <b>GB</b>          |       |           |           |        |           |          |        |             |  |
|                    | 0.087 | 0.052     | -0.097 ** | 0.149  | -0.06 *** | 0.072 *  | 0.074  |             |  |
|                    | 0.208 | 0.086     |           |        |           |          |        |             |  |
|                    | 0.015 | -0.246    |           |        |           |          |        |             |  |
| <b>NETHERLANDS</b> |       |           |           |        |           |          |        |             |  |
|                    | 0.129 | 0.071     | 0.187     | -0.116 | 0.034 **  | -0.017   | 0.04   |             |  |
|                    | 0.121 | 0.057     |           |        |           |          |        |             |  |
|                    | 0.474 | 0.303     |           |        |           |          |        |             |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 155.659        | 29  | 5.368       | 3.336   | 0.000 |
| Residual   | 1452.722       | 903 | 1.609       |         |       |

**Protective/Sensitive (IV) and Loner (DV)**

Dep Var: F08RAWFP N: 933 Multiple R: 0.255 Squared multiple R: 0.065

Adjusted squared multiple R: 0.035 Standard error of estimate: 1.164

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.187       | 0.188     | 0        |           | 11.655 | 0         |
| F12XCFP            | 0.361       | 0.155     | 0.362    | 0.043     | 2.332  | 0.02      |
| F12XCFV            | -0.205      | 0.154     | -0.187   | 0.052     | -1.327 | 0.185     |
| D1                 | -0.022      | 0.201     | -0.009   | 0.148     | -0.11  | 0.912     |
| D2                 | 0.127       | 0.25      | 0.034    | 0.227     | 0.509  | 0.611     |
| D3                 | 0.284       | 0.237     | 0.085    | 0.207     | 1.198  | 0.231     |
| D4                 | -0.328      | 0.285     | -0.071   | 0.277     | -1.154 | 0.249     |
| F12XCFP*F12XCFP    | 0.289       | 0.066     | 0.516    | 0.074     | 4.376  | 0         |
| F12XCFP*F12XCFV    | -0.183      | 0.116     | -0.231   | 0.048     | -1.578 | 0.115     |
| F12XCFV*F12XCFV    | 0.021       | 0.089     | 0.03     | 0.067     | 0.238  | 0.812     |
| D1*F12XCFP         | -0.445      | 0.164     | -0.305   | 0.082     | -2.717 | 0.007     |
| D1*F12XCFV         | 0.264       | 0.162     | 0.18     | 0.085     | 1.628  | 0.104     |
| D2*F12XCFP         | -0.349      | 0.213     | -0.116   | 0.205     | -1.636 | 0.102     |
| D2*F12XCFV         | 0.298       | 0.196     | 0.09     | 0.293     | 1.516  | 0.13      |
| D3*F12XCFP         | -0.318      | 0.184     | -0.127   | 0.192     | -1.731 | 0.084     |
| D3*F12XCFV         | 0.375       | 0.182     | 0.134    | 0.243     | 2.057  | 0.04      |
| D4*F12XCFP         | -0.117      | 0.203     | -0.038   | 0.235     | -0.575 | 0.565     |
| D4*F12XCFV         | -0.044      | 0.215     | -0.011   | 0.326     | -0.204 | 0.838     |
| D1*F12XCFP*F12XCFP | -0.333      | 0.075     | -0.375   | 0.145     | -4.436 | 0         |
| D1*F12XCFP*F12XCFV | 0.213       | 0.123     | 0.177    | 0.099     | 1.734  | 0.083     |
| D1*F12XCFV*F12XCFV | 0.016       | 0.095     | 0.018    | 0.093     | 0.17   | 0.865     |
| D2*F12XCFP*F12XCFP | -0.223      | 0.102     | -0.159   | 0.195     | -2.186 | 0.029     |
| D2*F12XCFP*F12XCFV | 0.117       | 0.155     | 0.044    | 0.309     | 0.759  | 0.448     |
| D2*F12XCFV*F12XCFV | -0.118      | 0.124     | -0.057   | 0.284     | -0.952 | 0.341     |
| D3*F12XCFP*F12XCFP | -0.279      | 0.084     | -0.247   | 0.187     | -3.32  | 0.001     |
| D3*F12XCFP*F12XCFV | 0.291       | 0.143     | 0.145    | 0.204     | 2.039  | 0.042     |
| D3*F12XCFV*F12XCFV | -0.05       | 0.118     | -0.03    | 0.199     | -0.423 | 0.673     |
| D4*F12XCFP*F12XCFP | -0.107      | 0.102     | -0.081   | 0.174     | -1.047 | 0.295     |
| D4*F12XCFP*F12XCFV | 0.024       | 0.178     | 0.013    | 0.119     | 0.134  | 0.894     |
| D4*F12XCFV*F12XCFV | 0.048       | 0.15      | 0.026    | 0.152     | 0.317  | 0.752     |

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 2.061          | 0.065          | 0.000            | 0.002             |

|                    | Effect Size  |           | X         | Y      | X <sup>2</sup> | XY      | Y <sup>2</sup> |
|--------------------|--------------|-----------|-----------|--------|----------------|---------|----------------|
|                    | P            | Direction |           |        |                |         |                |
| <b>JAPAN</b>       |              |           |           |        |                |         |                |
| Fit Slope          | 0.284        | 0.156     | 0.361 *   | -0.205 | 0.289 ***      | -0.183  | 0.021          |
| Fit Curve          | 0.12         | 0.127     |           |        |                |         |                |
| Misfit Slope       | <b>0.038</b> | 0.566     |           |        |                |         |                |
| Misfit Curve       | <b>0.027</b> | 0.493     |           |        |                |         |                |
| <b>USA</b>         |              |           |           |        |                |         |                |
| Fit Slope          | 0.257        | -0.025    | -0.084 ** | 0.059  | -0.044 ***     | 0.03    | 0.037          |
| Fit Curve          | 0.292        | 0.023     |           |        |                |         |                |
| Misfit Slope       | <b>0.013</b> | 0.385     |           |        |                |         |                |
| Misfit Curve       | <b>0.023</b> | -0.037    |           |        |                |         |                |
| <b>BRAZIL</b>      |              |           |           |        |                |         |                |
| Fit Slope          | 0.823        | 0.105     | 0.012     | 0.093  | 0.066 *        | -0.066  | -0.097         |
| Fit Curve          | 0.141        | -0.097    |           |        |                |         |                |
| Misfit Slope       | 0.058        | -0.081    |           |        |                |         |                |
| Misfit Curve       | 0.11         | 0.035     |           |        |                |         |                |
| <b>GB</b>          |              |           |           |        |                |         |                |
| Fit Slope          | 0.759        | 0.213     | 0.043     | 0.17 * | 0.01 **        | 0.108 * | -0.029         |
| Fit Curve          | 0.745        | 0.089     |           |        |                |         |                |
| Misfit Slope       | <b>0.029</b> | -0.127    |           |        |                |         |                |
| Misfit Curve       | <b>0.023</b> | -0.127    |           |        |                |         |                |
| <b>NETHERLANDS</b> |              |           |           |        |                |         |                |
| Fit Slope          | 0.416        | -0.005    | 0.244     | -0.249 | 0.182          | -0.159  | 0.069          |
| Fit Curve          | 0.751        | 0.092     |           |        |                |         |                |
| Misfit Slope       | 0.843        | 0.493     |           |        |                |         |                |
| Misfit Curve       | 0.816        | 0.41      |           |        |                |         |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 84.846         | 29  | 2.926       | 2.158   | 0.000 |
| Residual   | 1224.393       | 903 | 1.356       |         |       |
| Hypothesis |                |     |             |         |       |

**Protective/Sensitive (IV) and Team Building (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.338 Squared multiple R: 0.114

Adjusted squared multiple R: 0.086 Standard error of estimate: 0.935

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.91           | 0.114          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.279       | 0.151     | 0        |           | 35.044 | 0         |
| F12XCFP            | -0.112      | 0.124     | -0.136   | 0.043     | -0.901 | 0.368     |
| F12XCFV            | 0.076       | 0.124     | 0.084    | 0.052     | 0.613  | 0.54      |
| D1                 | 0.426       | 0.161     | 0.216    | 0.148     | 2.644  | 0.008     |
| D2                 | 0.32        | 0.201     | 0.105    | 0.227     | 1.595  | 0.111     |
| D3                 | 0.083       | 0.191     | 0.03     | 0.207     | 0.438  | 0.662     |
| D4                 | 0.516       | 0.229     | 0.135    | 0.277     | 2.259  | 0.024     |
| F12XCFP*F12XCFP    | -0.197      | 0.053     | -0.426   | 0.074     | -3.709 | 0         |
| F12XCFP*F12XCFV    | 0.192       | 0.093     | 0.293    | 0.048     | 2.057  | 0.04      |
| F12XCFV*F12XCFV    | -0.062      | 0.072     | -0.105   | 0.067     | -0.868 | 0.386     |
| D1*F12XCFP         | 0.169       | 0.131     | 0.141    | 0.082     | 1.285  | 0.199     |
| D1*F12XCFV         | -0.049      | 0.13      | -0.04    | 0.085     | -0.377 | 0.707     |
| D2*F12XCFP         | 0.079       | 0.171     | 0.032    | 0.205     | 0.464  | 0.643     |
| D2*F12XCFV         | -0.153      | 0.158     | -0.056   | 0.293     | -0.971 | 0.332     |
| D3*F12XCFP         | 0.119       | 0.148     | 0.057    | 0.192     | 0.803  | 0.422     |
| D3*F12XCFV         | -0.075      | 0.146     | -0.033   | 0.243     | -0.514 | 0.608     |
| D4*F12XCFP         | -0.031      | 0.163     | -0.012   | 0.235     | -0.191 | 0.848     |
| D4*F12XCFV         | -0.032      | 0.173     | -0.01    | 0.326     | -0.186 | 0.852     |
| D1*F12XCFP*F12XCFP | 0.236       | 0.06      | 0.323    | 0.145     | 3.917  | 0         |
| D1*F12XCFP*F12XCFV | -0.239      | 0.099     | -0.241   | 0.099     | -2.424 | 0.016     |
| D1*F12XCFV*F12XCFV | -0.001      | 0.076     | -0.001   | 0.093     | -0.007 | 0.994     |
| D2*F12XCFP*F12XCFP | 0.149       | 0.082     | 0.129    | 0.195     | 1.823  | 0.069     |
| D2*F12XCFP*F12XCFV | -0.064      | 0.124     | -0.029   | 0.309     | -0.512 | 0.609     |
| D2*F12XCFV*F12XCFV | 0.094       | 0.099     | 0.055    | 0.284     | 0.942  | 0.347     |
| D3*F12XCFP*F12XCFP | 0.2         | 0.067     | 0.215    | 0.187     | 2.965  | 0.003     |
| D3*F12XCFP*F12XCFV | -0.302      | 0.115     | -0.183   | 0.204     | -2.635 | 0.009     |
| D3*F12XCFV*F12XCFV | 0.047       | 0.094     | 0.035    | 0.199     | 0.502  | 0.616     |
| D4*F12XCFP*F12XCFP | 0.038       | 0.082     | 0.035    | 0.174     | 0.467  | 0.64      |
| D4*F12XCFP*F12XCFV | -0.188      | 0.143     | -0.12    | 0.119     | -1.315 | 0.189     |
| D4*F12XCFV*F12XCFV | 0.134       | 0.121     | 0.089    | 0.152     | 1.114  | 0.266     |

| JAPAN              | P            | Direction | X      | Y      | Effect Size    |          |                |
|--------------------|--------------|-----------|--------|--------|----------------|----------|----------------|
|                    |              |           |        |        | X <sup>2</sup> | XY       | Y <sup>2</sup> |
| Fit Slope          | 0.759        | -0.036    | -0.112 | 0.076  | -0.197 ***     | 0.192 *  | -0.062         |
| Fit Curve          | 0.306        | -0.067    |        |        |                |          |                |
| Misfit Slope       | 0.391        | -0.188    |        |        |                |          |                |
| Misfit Curve       | <b>0.012</b> | -0.451    |        |        |                |          |                |
| <b>USA</b>         |              |           |        |        |                |          |                |
| Fit Slope          | 0.349        | 0.084     | 0.057  | 0.027  | 0.039 ***      | -0.047 * | -0.063         |
| Fit Curve          | 0.958        | -0.071    |        |        |                |          |                |
| Misfit Slope       | 0.34         | -0.068    |        |        |                |          |                |
| Misfit Curve       | <b>0.011</b> | 0.023     |        |        |                |          |                |
| <b>BRAZIL</b>      |              |           |        |        |                |          |                |
| Fit Slope          | 0.688        | -0.11     | -0.033 | -0.077 | -0.048         | 0.128    | 0.032          |
| Fit Curve          | 0.141        | 0.112     |        |        |                |          |                |
| Misfit Slope       | 0.395        | 0.044     |        |        |                |          |                |
| Misfit Curve       | 0.183        | -0.144    |        |        |                |          |                |
| <b>GB</b>          |              |           |        |        |                |          |                |
| Fit Slope          | 0.77         | 0.008     | 0.007  | 0.001  | 0.003 **       | -0.11 ** | -0.015         |
| Fit Curve          | 0.551        | -0.122    |        |        |                |          |                |
| Misfit Slope       | 0.445        | 0.006     |        |        |                |          |                |
| Misfit Curve       | <b>0.012</b> | 0.098     |        |        |                |          |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |          |                |
| Fit Slope          | 0.69         | -0.099    | -0.143 | 0.044  | -0.159         | 0.004    | 0.072          |
| Fit Curve          | 0.861        | -0.083    |        |        |                |          |                |
| Misfit Slope       | 0.997        | -0.187    |        |        |                |          |                |
| Misfit Curve       | 0.207        | -0.091    |        |        |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 101.689        | 29  | 3.507       | 4.014   | 0.000 |
| Residual   | 788.842        | 903 | 0.874       |         |       |
| Hypothesis |                |     |             |         |       |

Protective/Sensitive (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.277 Squared multiple R: 0.077

Adjusted squared multiple R: 0.047 Standard error of estimate: 1.338

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 2.571          | 0.077          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.793       | 0.216     | 0        |           | 12.952 | 0         |
| F12XCFP            | 0.341       | 0.178     | 0.296    | 0.043     | 1.917  | 0.056     |
| F12XCFV            | -0.113      | 0.177     | -0.089   | 0.052     | -0.638 | 0.524     |
| D1                 | -0.466      | 0.231     | -0.168   | 0.148     | -2.023 | 0.043     |
| D2                 | 0.033       | 0.287     | 0.008    | 0.227     | 0.114  | 0.91      |
| D3                 | -0.209      | 0.273     | -0.054   | 0.207     | -0.766 | 0.444     |
| D4                 | -0.055      | 0.327     | -0.01    | 0.277     | -0.167 | 0.867     |
| F12XCFP*F12XCFP    | 0.309       | 0.076     | 0.477    | 0.074     | 4.064  | 0         |
| F12XCFP*F12XCFV    | -0.341      | 0.133     | -0.372   | 0.048     | -2.557 | 0.011     |
| F12XCFV*F12XCFV    | 0.043       | 0.103     | 0.052    | 0.067     | 0.418  | 0.676     |
| D1*F12XCFP         | -0.306      | 0.188     | -0.182   | 0.082     | -1.626 | 0.104     |
| D1*F12XCFV         | 0.096       | 0.186     | 0.057    | 0.085     | 0.518  | 0.605     |
| D2*F12XCFP         | -0.232      | 0.245     | -0.067   | 0.205     | -0.948 | 0.343     |
| D2*F12XCFV         | 0.276       | 0.226     | 0.072    | 0.293     | 1.221  | 0.222     |
| D3*F12XCFP         | -0.352      | 0.211     | -0.122   | 0.192     | -1.665 | 0.096     |
| D3*F12XCFV         | 0.122       | 0.209     | 0.038    | 0.243     | 0.582  | 0.561     |
| D4*F12XCFP         | -0.204      | 0.233     | -0.058   | 0.235     | -0.874 | 0.383     |
| D4*F12XCFV         | 0.185       | 0.247     | 0.042    | 0.326     | 0.748  | 0.455     |
| D1*F12XCFP*F12XCFP | -0.28       | 0.086     | -0.273   | 0.145     | -3.244 | 0.001     |
| D1*F12XCFP*F12XCFV | 0.379       | 0.141     | 0.272    | 0.099     | 2.679  | 0.008     |
| D1*F12XCFV*F12XCFV | -0.061      | 0.109     | -0.059   | 0.093     | -0.559 | 0.576     |
| D2*F12XCFP*F12XCFP | -0.243      | 0.117     | -0.15    | 0.195     | -2.077 | 0.038     |
| D2*F12XCFP*F12XCFV | 0.429       | 0.178     | 0.139    | 0.309     | 2.415  | 0.016     |
| D2*F12XCFV*F12XCFV | -0.194      | 0.142     | -0.082   | 0.284     | -1.364 | 0.173     |
| D3*F12XCFP*F12XCFP | -0.344      | 0.096     | -0.264   | 0.187     | -3.571 | 0         |
| D3*F12XCFP*F12XCFV | 0.326       | 0.164     | 0.141    | 0.204     | 1.986  | 0.047     |
| D3*F12XCFV*F12XCFV | 0.092       | 0.135     | 0.049    | 0.199     | 0.684  | 0.494     |
| D4*F12XCFP*F12XCFP | -0.267      | 0.117     | -0.175   | 0.174     | -2.28  | 0.023     |
| D4*F12XCFP*F12XCFV | 0.382       | 0.205     | 0.173    | 0.119     | 1.865  | 0.063     |
| D4*F12XCFV*F12XCFV | -0.12       | 0.173     | -0.057   | 0.152     | -0.697 | 0.486     |

| Country     | P     | Direction | X      | Y      | Effect Size    |          |                |
|-------------|-------|-----------|--------|--------|----------------|----------|----------------|
|             |       |           |        |        | X <sup>2</sup> | XY       | Y <sup>2</sup> |
| JAPAN       | 0.175 | 0.228     | 0.341  | -0.113 | 0.309 ***      | -0.341 * | 0.043          |
|             | 0.911 | 0.011     |        |        |                |          |                |
|             | 0.147 | 0.454     |        |        |                |          |                |
|             | 0.007 | 0.693     |        |        |                |          |                |
| USA         | 0.253 | 0.018     | 0.035  | -0.017 | 0.029 **       | 0.038 ** | -0.018         |
|             | 0.736 | 0.049     |        |        |                |          |                |
|             | 0.218 | 0.244     |        |        |                |          |                |
|             | 0.007 | -0.027    |        |        |                |          |                |
| BRAZIL      | 0.869 | 0.272     | 0.109  | 0.163  | 0.066 *        | 0.088 *  | -0.151         |
|             | 0.962 | 0.003     |        |        |                |          |                |
|             | 0.194 | -0.054    |        |        |                |          |                |
|             | 0.009 | -0.173    |        |        |                |          |                |
| GB          | 0.279 | -0.002    | -0.011 | 0.009  | -0.035 ***     | -0.015 * | 0.135          |
|             | 0.574 | 0.085     |        |        |                |          |                |
|             | 0.193 | -0.02     |        |        |                |          |                |
|             | 0.065 | 0.115     |        |        |                |          |                |
| NETHERLANDS | 0.933 | 0.209     | 0.137  | 0.072  | 0.042 *        | 0.041    | -0.077         |
|             | 0.968 | 0.006     |        |        |                |          |                |
|             | 0.359 | 0.065     |        |        |                |          |                |
|             | 0.06  | -0.076    |        |        |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 134.004        | 29  | 4.621       | 2.582   | 0.000 |
| Residual   | 1616.014       | 903 | 1.79        |         |       |
| Hypothesis |                |     |             |         |       |

Appendix AT – Coefficients for tests that did not support Hypothesis 1

Protective/Sensitive (IV) and Encourager (DV)

Dep Var: F07RAWFP N: 933 Multiple R: 0.285 Squared multiple R: 0.081

Adjusted squared multiple R: 0.052 Standard error of estimate: 1.193

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.191       | 0.192     | 0        | .         | 26.994 | 0         |
| F12XCFP            | -0.116      | 0.159     | -0.112   | 0.043     | -0.729 | 0.466     |
| F12XCFV            | 0.032       | 0.158     | 0.028    | 0.052     | 0.202  | 0.84      |
| D1                 | 0.344       | 0.206     | 0.139    | 0.148     | 1.673  | 0.095     |
| D2                 | 0.106       | 0.256     | 0.028    | 0.227     | 0.412  | 0.68      |
| D3                 | 0.016       | 0.243     | 0.005    | 0.207     | 0.066  | 0.948     |
| D4                 | 0.406       | 0.292     | 0.084    | 0.277     | 1.392  | 0.164     |
| F12XCFP*F12XCFP    | -0.224      | 0.068     | -0.386   | 0.074     | -3.3   | 0.001     |
| F12XCFP*F12XCFV    | 0.291       | 0.119     | 0.354    | 0.048     | 2.441  | 0.015     |
| F12XCFV*F12XCFV    | -0.149      | 0.092     | -0.201   | 0.067     | -1.629 | 0.104     |
| D1*F12XCFP         | 0.206       | 0.168     | 0.137    | 0.082     | 1.229  | 0.22      |
| D1*F12XCFV         | 0.023       | 0.166     | 0.015    | 0.085     | 0.14   | 0.889     |
| D2*F12XCFP         | 0.131       | 0.219     | 0.042    | 0.205     | 0.597  | 0.55      |
| D2*F12XCFV         | -0.083      | 0.201     | -0.024   | 0.293     | -0.412 | 0.68      |
| D3*F12XCFP         | 0.099       | 0.188     | 0.038    | 0.192     | 0.524  | 0.6       |
| D3*F12XCFV         | -0.068      | 0.187     | -0.024   | 0.243     | -0.364 | 0.716     |
| D4*F12XCFP         | 0.054       | 0.208     | 0.017    | 0.235     | 0.261  | 0.794     |
| D4*F12XCFV         | -0.033      | 0.22      | -0.008   | 0.326     | -0.149 | 0.882     |
| D1*F12XCFP*F12XCFP | 0.208       | 0.077     | 0.227    | 0.145     | 2.709  | 0.007     |
| D1*F12XCFP*F12XCFV | -0.302      | 0.126     | -0.242   | 0.099     | -2.392 | 0.017     |
| D1*F12XCFV*F12XCFV | 0.054       | 0.098     | 0.057    | 0.093     | 0.549  | 0.583     |
| D2*F12XCFP*F12XCFP | 0.192       | 0.105     | 0.132    | 0.195     | 1.832  | 0.067     |
| D2*F12XCFP*F12XCFV | -0.311      | 0.158     | -0.113   | 0.309     | -1.966 | 0.05      |
| D2*F12XCFV*F12XCFV | 0.232       | 0.127     | 0.109    | 0.284     | 1.83   | 0.068     |
| D3*F12XCFP*F12XCFP | 0.186       | 0.086     | 0.159    | 0.187     | 2.159  | 0.031     |
| D3*F12XCFP*F12XCFV | -0.335      | 0.146     | -0.161   | 0.204     | -2.287 | 0.022     |
| D3*F12XCFV*F12XCFV | 0.092       | 0.121     | 0.055    | 0.199     | 0.764  | 0.445     |
| D4*F12XCFP*F12XCFP | 0.142       | 0.104     | 0.104    | 0.174     | 1.358  | 0.175     |
| D4*F12XCFP*F12XCFV | -0.332      | 0.183     | -0.168   | 0.119     | -1.817 | 0.07      |
| D4*F12XCFV*F12XCFV | 0.239       | 0.154     | 0.127    | 0.152     | 1.552  | 0.121     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 114.032        | 29  | 3.932       | 2.762   | 0.000 |
| Residual   | 1285.794       | 903 | 1.424       |         |       |
| Hypothesis |                |     |             |         |       |

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 2.178          | 0.081          | 0.000            | 0.001             |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |
| Fit Slope          | 0.576        | -0.084    | -0.116 | -0.224 | 0.291          |
| Fit Curve          | 0.328        | -0.082    |        |        | -0.149         |
| Misfit Slope       | 0.597        | -0.148    |        |        |                |
| Misfit Curve       | <b>0.004</b> | -0.664    |        |        |                |
| <b>USA</b>         |              |           |        |        |                |
| Fit Slope          | 0.161        | 0.145     | 0.09   | 0.055  | -0.016         |
| Fit Curve          | 0.692        | -0.122    |        |        | -0.011         |
| Misfit Slope       | 0.53         | 0.081     |        |        | -0.095         |
| Misfit Curve       | <b>0.018</b> | -0.1      |        |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |
| Fit Slope          | 0.839        | -0.036    | 0.015  | -0.051 | -0.032         |
| Fit Curve          | 0.47         | 0.031     |        |        | -0.02          |
| Misfit Slope       | 0.54         | 0.066     |        |        | 0.083          |
| Misfit Curve       | <b>0.012</b> | 0.071     |        |        |                |
| <b>GB</b>          |              |           |        |        |                |
| Fit Slope          | 0.871        | -0.053    | -0.017 | -0.036 | -0.038         |
| Fit Curve          | 0.629        | -0.139    |        |        | -0.044         |
| Misfit Slope       | 0.607        | 0.019     |        |        | -0.057         |
| Misfit Curve       | <b>0.028</b> | -0.051    |        |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |
| Fit Slope          | 0.916        | -0.063    | -0.062 | -0.001 | -0.082         |
| Fit Curve          | 0.667        | -0.033    |        |        | -0.041         |
| Misfit Slope       | 0.818        | -0.061    |        |        | 0.09           |
| Misfit Curve       | 0.051        | 0.049     |        |        |                |

Normative (IV) and Integrity (DV)

Dep Var: F03RAWFP N: 933 Multiple R: 0.311 Squared multiple R: 0.097

Adjusted squared multiple R: 0.068 Standard error of estimate: 0.940

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.785          | 0.097          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.62        | 0.157     | 0        |           | 35.753 | 0         |
| F06XCFP            | 0.348       | 0.161     | 0.313    | 0.048     | 2.158  | 0.031     |
| F06XCFV            | -0.086      | 0.18      | -0.07    | 0.047     | -0.477 | 0.634     |
| D1                 | 0.498       | 0.168     | 0.253    | 0.137     | 2.961  | 0.003     |
| D2                 | 0.5         | 0.207     | 0.164    | 0.215     | 2.41   | 0.016     |
| D3                 | 0.229       | 0.198     | 0.083    | 0.194     | 1.155  | 0.249     |
| D4                 | 0.718       | 0.234     | 0.188    | 0.267     | 3.07   | 0.002     |
| F06XCFP*F06XCFP    | -0.498      | 0.143     | -0.601   | 0.034     | -3.492 | 0.001     |
| F06XCFP*F06XCFV    | 0.452       | 0.237     | 0.394    | 0.023     | 1.907  | 0.057     |
| F06XCFV*F06XCFV    | 0.031       | 0.156     | 0.031    | 0.041     | 0.198  | 0.843     |
| D1*F06XCFP         | -0.297      | 0.174     | -0.193   | 0.078     | -1.703 | 0.089     |
| D1*F06XCFV         | 0.124       | 0.196     | 0.076    | 0.069     | 0.632  | 0.528     |
| D2*F06XCFP         | -0.404      | 0.211     | -0.123   | 0.24      | -1.912 | 0.056     |
| D2*F06XCFV         | 0.006       | 0.224     | 0.002    | 0.187     | 0.026  | 0.979     |
| D3*F06XCFP         | -0.436      | 0.198     | -0.169   | 0.171     | -2.205 | 0.028     |
| D3*F06XCFV         | -0.132      | 0.229     | -0.044   | 0.172     | -0.578 | 0.563     |
| D4*F06XCFP         | -0.645      | 0.221     | -0.193   | 0.227     | -2.913 | 0.004     |
| D4*F06XCFV         | 0.318       | 0.328     | 0.07     | 0.191     | 0.968  | 0.333     |
| D1*F06XCFP*F06XCFP | 0.51        | 0.153     | 0.427    | 0.061     | 3.34   | 0.001     |
| D1*F06XCFP*F06XCFV | -0.474      | 0.252     | -0.306   | 0.038     | -1.881 | 0.06      |
| D1*F06XCFV*F06XCFV | -0.073      | 0.168     | -0.059   | 0.054     | -0.437 | 0.663     |
| D2*F06XCFP*F06XCFP | 0.715       | 0.189     | 0.299    | 0.161     | 3.784  | 0         |
| D2*F06XCFP*F06XCFV | -0.659      | 0.286     | -0.192   | 0.144     | -2.302 | 0.022     |
| D2*F06XCFV*F06XCFV | -0.244      | 0.181     | -0.12    | 0.126     | -1.349 | 0.178     |
| D3*F06XCFP*F06XCFP | 0.415       | 0.167     | 0.274    | 0.082     | 2.485  | 0.013     |
| D3*F06XCFP*F06XCFV | -0.575      | 0.282     | -0.239   | 0.073     | -2.039 | 0.042     |
| D3*F06XCFV*F06XCFV | -0.066      | 0.188     | -0.031   | 0.125     | -0.35  | 0.726     |
| D4*F06XCFP*F06XCFP | 0.407       | 0.158     | 0.278    | 0.086     | 2.581  | 0.01      |
| D4*F06XCFP*F06XCFV | -0.572      | 0.331     | -0.136   | 0.162     | -1.728 | 0.084     |
| D4*F06XCFV*F06XCFV | 0.146       | 0.273     | 0.044    | 0.144     | 0.533  | 0.594     |

| Country     | P     | Direction | Effect Size |        |                |          |                |
|-------------|-------|-----------|-------------|--------|----------------|----------|----------------|
|             |       |           | X           | Y      | X <sup>2</sup> | XY       | Y <sup>2</sup> |
| JAPAN       | 0.091 | 0.262     | 0.348 *     | -0.086 | -0.498 **      | 0.452    | 0.031          |
|             | 0.921 | -0.015    |             |        |                |          |                |
|             | 0.155 | 0.434     |             |        |                |          |                |
|             | 0.043 | -0.919    |             |        |                |          |                |
| USA         | 0.309 | 0.089     | 0.051       | 0.038  | 0.012 **       | -0.022   | -0.042         |
|             | 0.821 | -0.052    |             |        |                |          |                |
|             | 0.203 | 0.261     |             |        |                |          |                |
|             | 0.059 | -0.008    |             |        |                |          |                |
| BRAZIL      | 0.054 | -0.136    | -0.056      | -0.08  | 0.217 ***      | -0.207 * | -0.213         |
|             | 0.374 | -0.203    |             |        |                |          |                |
|             | 0.286 | 0.024     |             |        |                |          |                |
|             | 0.035 | 0.211     |             |        |                |          |                |
| GB          | 0.004 | -0.306    | -0.088 *    | -0.218 | -0.083 *       | -0.123 * | -0.035         |
|             | 0.22  | -0.241    |             |        |                |          |                |
|             | 0.423 | 0.13      |             |        |                |          |                |
|             | 0.084 | 0.005     |             |        |                |          |                |
| NETHERLANDS | 0.266 | -0.065    | -0.297 **   | 0.232  | -0.091 *       | -0.12    | 0.177          |
|             | 0.939 | -0.034    |             |        |                |          |                |
|             | 0.044 | -0.529    |             |        |                |          |                |
|             | 0.075 | 0.206     |             |        |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 85.549         | 29  | 2.95        | 3.341   | 0.000 |
| Residual   | 797.418        | 903 | 0.883       |         |       |

**Normative (IV) and Performance Orientation (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.351 Squared multiple R: 0.124

Adjusted squared multiple R: 0.095 Standard error of estimate: 0.809

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 5.063          | 0.124          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.335       | 0.135     | 0        |           | 39.417 | 0         |
| F06XCFP            | 0.057       | 0.139     | 0.059    | 0.048     | 0.413  | 0.68      |
| F06XCFV            | 0.269       | 0.155     | 0.25     | 0.047     | 1.737  | 0.083     |
| D1                 | 0.734       | 0.145     | 0.427    | 0.137     | 5.068  | 0         |
| D2                 | 0.739       | 0.179     | 0.278    | 0.215     | 4.137  | 0         |
| D3                 | 0.605       | 0.17      | 0.251    | 0.194     | 3.551  | 0         |
| D4                 | 0.632       | 0.201     | 0.189    | 0.267     | 3.136  | 0.002     |
| F06XCFP*F06XCFP    | -0.156      | 0.123     | -0.216   | 0.034     | -1.273 | 0.203     |
| F06XCFP*F06XCFV    | -0.065      | 0.204     | -0.065   | 0.023     | -0.319 | 0.75      |
| F06XCFV*F06XCFV    | 0.174       | 0.134     | 0.199    | 0.041     | 1.296  | 0.195     |
| D1*F06XCFP         | -0.03       | 0.15      | -0.023   | 0.078     | -0.203 | 0.84      |
| D1*F06XCFV         | -0.362      | 0.169     | -0.255   | 0.069     | -2.141 | 0.033     |
| D2*F06XCFP         | -0.042      | 0.182     | -0.015   | 0.24      | -0.229 | 0.819     |
| D2*F06XCFV         | -0.323      | 0.193     | -0.12    | 0.187     | -1.67  | 0.095     |
| D3*F06XCFP         | -0.122      | 0.17      | -0.054   | 0.171     | -0.716 | 0.474     |
| D3*F06XCFV         | -0.349      | 0.197     | -0.133   | 0.172     | -1.771 | 0.077     |
| D4*F06XCFP         | -0.401      | 0.191     | -0.137   | 0.227     | -2.103 | 0.036     |
| D4*F06XCFV         | -0.247      | 0.283     | -0.062   | 0.191     | -0.873 | 0.383     |
| D1*F06XCFP*F06XCFP | 0.15        | 0.131     | 0.144    | 0.061     | 1.143  | 0.253     |
| D1*F06XCFP*F06XCFV | 0.087       | 0.217     | 0.064    | 0.038     | 0.402  | 0.688     |
| D1*F06XCFV*F06XCFV | -0.152      | 0.145     | -0.14    | 0.054     | -1.05  | 0.294     |
| D2*F06XCFP*F06XCFP | 0.241       | 0.163     | 0.115    | 0.161     | 1.481  | 0.139     |
| D2*F06XCFP*F06XCFV | -0.041      | 0.246     | -0.014   | 0.144     | -0.168 | 0.867     |
| D2*F06XCFV*F06XCFV | -0.29       | 0.156     | -0.163   | 0.126     | -1.862 | 0.063     |
| D3*F06XCFP*F06XCFP | 0.099       | 0.144     | 0.075    | 0.082     | 0.692  | 0.489     |
| D3*F06XCFP*F06XCFV | -0.048      | 0.243     | -0.023   | 0.073     | -0.197 | 0.844     |
| D3*F06XCFV*F06XCFV | -0.212      | 0.162     | -0.115   | 0.125     | -1.309 | 0.191     |
| D4*F06XCFP*F06XCFP | 0.072       | 0.136     | 0.057    | 0.086     | 0.534  | 0.593     |
| D4*F06XCFP*F06XCFV | -0.104      | 0.285     | -0.028   | 0.162     | -0.366 | 0.714     |
| D4*F06XCFV*F06XCFV | -0.187      | 0.235     | -0.065   | 0.144     | -0.796 | 0.426     |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.015</b> | 0.326     | 0.057  | 0.269  | -0.156         | -0.065 | 0.174          |
| Fit Curve          | 0.717        | -0.047    |        |        |                |        |                |
| Misfit Slope       | 0.419        | -0.212    |        |        |                |        |                |
| Misfit Curve       | 0.833        | 0.083     |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.007</b> | -0.066    | 0.027  | -0.093 | -0.006         | 0.022  | 0.022          |
| Fit Curve          | 0.545        | 0.038     |        |        |                |        |                |
| Misfit Slope       | 0.244        | -0.604    |        |        |                |        |                |
| Misfit Curve       | 0.831        | -0.006    |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.041</b> | -0.039    | 0.015  | -0.054 | 0.085          | -0.106 | -0.116         |
| Fit Curve          | 0.618        | -0.137    |        |        |                |        |                |
| Misfit Slope       | 0.395        | 0.069     |        |        |                |        |                |
| Misfit Curve       | 0.986        | 0.075     |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.006</b> | -0.145    | -0.065 | -0.08  | -0.057         | -0.113 | -0.038         |
| Fit Curve          | 0.312        | -0.208    |        |        |                |        |                |
| Misfit Slope       | 0.488        | 0.015     |        |        |                |        |                |
| Misfit Curve       | 0.889        | 0.018     |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.011</b> | -0.322    | -0.344 | 0.022  | -0.084         | -0.169 | -0.013         |
| Fit Curve          | 0.316        | -0.266    |        |        |                |        |                |
| Misfit Slope       | 0.708        | -0.366    |        |        |                |        |                |
| Misfit Curve       | 0.985        | 0.072     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 83.328         | 29  | 2.873       | 4.389   | 0.000 |
| Residual   | 591.208        | 903 | 0.655       |         |       |



**Normative (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.299 Squared multiple R: 0.089

Adjusted squared multiple R: 0.060 Standard error of estimate: 1.329

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.397          | 0.089          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 3.087       | 0.222     | 0        |           | 13.891 | 0         |
| F06XCFP            | -0.671      | 0.228     | -0.429   | 0.048     | -2.945 | 0.003     |
| F06XCFV            | 0.306       | 0.254     | 0.177    | 0.047     | 1.205  | 0.229     |
| D1                 | -0.743      | 0.238     | -0.268   | 0.137     | -3.124 | 0.002     |
| D2                 | -0.472      | 0.293     | -0.11    | 0.215     | -1.609 | 0.108     |
| D3                 | -0.345      | 0.28      | -0.089   | 0.194     | -1.233 | 0.218     |
| D4                 | -0.426      | 0.331     | -0.079   | 0.267     | -1.289 | 0.198     |
| F06XCFP*F06XCFP    | 0.37        | 0.202     | 0.317    | 0.034     | 1.835  | 0.067     |
| F06XCFP*F06XCFV    | -0.308      | 0.335     | -0.191   | 0.023     | -0.918 | 0.359     |
| F06XCFV*F06XCFV    | 0.113       | 0.22      | 0.081    | 0.041     | 0.516  | 0.606     |
| D1*F06XCFP         | 0.598       | 0.246     | 0.276    | 0.078     | 2.425  | 0.015     |
| D1*F06XCFV         | -0.394      | 0.278     | -0.172   | 0.069     | -1.42  | 0.156     |
| D2*F06XCFP         | 0.761       | 0.299     | 0.165    | 0.24      | 2.549  | 0.011     |
| D2*F06XCFV         | -0.571      | 0.317     | -0.132   | 0.187     | -1.802 | 0.072     |
| D3*F06XCFP         | 0.403       | 0.28      | 0.111    | 0.171     | 1.442  | 0.15      |
| D3*F06XCFV         | 0.302       | 0.323     | 0.072    | 0.172     | 0.936  | 0.349     |
| D4*F06XCFP         | 1.184       | 0.313     | 0.252    | 0.227     | 3.783  | 0         |
| D4*F06XCFV         | -0.644      | 0.464     | -0.101   | 0.191     | -1.387 | 0.166     |
| D1*F06XCFP*F06XCFP | -0.352      | 0.216     | -0.209   | 0.061     | -1.631 | 0.103     |
| D1*F06XCFP*F06XCFV | 0.561       | 0.356     | 0.258    | 0.038     | 1.576  | 0.115     |
| D1*F06XCFV*F06XCFV | -0.208      | 0.238     | -0.119   | 0.054     | -0.875 | 0.382     |
| D2*F06XCFP*F06XCFP | -0.238      | 0.267     | -0.07    | 0.161     | -0.89  | 0.374     |
| D2*F06XCFP*F06XCFV | -0.156      | 0.405     | -0.032   | 0.144     | -0.385 | 0.701     |
| D2*F06XCFV*F06XCFV | -0.032      | 0.256     | -0.011   | 0.126     | -0.126 | 0.9       |
| D3*F06XCFP*F06XCFP | -0.244      | 0.236     | -0.115   | 0.082     | -1.035 | 0.301     |
| D3*F06XCFP*F06XCFV | -0.03       | 0.399     | -0.009   | 0.073     | -0.075 | 0.941     |
| D3*F06XCFV*F06XCFV | 0.09        | 0.266     | 0.03     | 0.125     | 0.339  | 0.735     |
| D4*F06XCFP*F06XCFP | -0.361      | 0.223     | -0.176   | 0.086     | -1.62  | 0.106     |
| D4*F06XCFP*F06XCFV | 0.97        | 0.468     | 0.163    | 0.162     | 2.073  | 0.038     |
| D4*F06XCFV*F06XCFV | -0.439      | 0.386     | -0.095   | 0.144     | -1.137 | 0.256     |

|                    | P            | Direction | Effect Size |        |                |         |                |  |
|--------------------|--------------|-----------|-------------|--------|----------------|---------|----------------|--|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY      | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |             |        |                |         |                |  |
| Fit Slope          | 0.097        | -0.365    | -0.671 **   | 0.306  | 0.37           | -0.308  | 0.113          |  |
| Fit Curve          | 0.418        | 0.175     |             |        |                |         |                |  |
| Misfit Slope       | <b>0.023</b> | -0.977    |             |        |                |         |                |  |
| Misfit Curve       | 0.217        | 0.791     |             |        |                |         |                |  |
| <b>USA</b>         |              |           |             |        |                |         |                |  |
| Fit Slope          | 0.397        | -0.161    | -0.073 *    | -0.088 | 0.018          | 0.253   | -0.095         |  |
| Fit Curve          | 0.997        | 0.176     |             |        |                |         |                |  |
| Misfit Slope       | <b>0.034</b> | -0.773    |             |        |                |         |                |  |
| Misfit Curve       | 0.1          | -0.33     |             |        |                |         |                |  |
| <b>BRAZIL</b>      |              |           |             |        |                |         |                |  |
| Fit Slope          | 0.517        | -0.175    | 0.09 *      | -0.265 | 0.132          | -0.464  | 0.081          |  |
| Fit Curve          | 0.154        | -0.251    |             |        |                |         |                |  |
| Misfit Slope       | <b>0.014</b> | 0.355     |             |        |                |         |                |  |
| Misfit Curve       | 0.88         | 0.677     |             |        |                |         |                |  |
| <b>GB</b>          |              |           |             |        |                |         |                |  |
| Fit Slope          | <b>0.012</b> | 0.34      | -0.268      | 0.608  | 0.126          | -0.338  | 0.203          |  |
| Fit Curve          | 0.479        | -0.009    |             |        |                |         |                |  |
| Misfit Slope       | 0.851        | -0.876    |             |        |                |         |                |  |
| Misfit Curve       | 0.869        | 0.667     |             |        |                |         |                |  |
| <b>NETHERLANDS</b> |              |           |             |        |                |         |                |  |
| Fit Slope          | 0.194        | 0.175     | 0.513 ***   | -0.338 | 0.009          | 0.662 * | -0.326         |  |
| Fit Curve          | 0.636        | 0.345     |             |        |                |         |                |  |
| Misfit Slope       | <b>0.007</b> | 0.851     |             |        |                |         |                |  |
| Misfit Curve       | <b>0.048</b> | -0.979    |             |        |                |         |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 156.184        | 29  | 5.386       | 3.051   | 0.000 |
| Residual   | 1593.834       | 903 | 1.765       |         |       |

**Normative (IV) and Encourager (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.351 Squared multiple R: 0.124

Adjusted squared multiple R: 0.095 Standard error of estimate: 0.809

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.063          | 0.124          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.335       | 0.135     | 0        |           | 39.417 | 0         |
| F06XCFP            | 0.057       | 0.139     | 0.059    | 0.048     | 0.413  | 0.68      |
| F06XCFV            | 0.269       | 0.155     | 0.25     | 0.047     | 1.737  | 0.083     |
| D1                 | 0.734       | 0.145     | 0.427    | 0.137     | 5.068  | 0         |
| D2                 | 0.739       | 0.179     | 0.278    | 0.215     | 4.137  | 0         |
| D3                 | 0.605       | 0.17      | 0.251    | 0.194     | 3.551  | 0         |
| D4                 | 0.632       | 0.201     | 0.189    | 0.267     | 3.136  | 0.002     |
| F06XCFP*F06XCFP    | -0.156      | 0.123     | -0.216   | 0.034     | -1.273 | 0.203     |
| F06XCFP*F06XCFV    | -0.065      | 0.204     | -0.065   | 0.023     | -0.319 | 0.75      |
| F06XCFV*F06XCFV    | 0.174       | 0.134     | 0.199    | 0.041     | 1.296  | 0.195     |
| D1*F06XCFP         | -0.03       | 0.15      | -0.023   | 0.078     | -0.203 | 0.84      |
| D1*F06XCFV         | -0.362      | 0.169     | -0.255   | 0.069     | -2.141 | 0.033     |
| D2*F06XCFP         | -0.042      | 0.182     | -0.015   | 0.24      | -0.229 | 0.819     |
| D2*F06XCFV         | -0.323      | 0.193     | -0.12    | 0.187     | -1.67  | 0.095     |
| D3*F06XCFP         | -0.122      | 0.17      | -0.054   | 0.171     | -0.716 | 0.474     |
| D3*F06XCFV         | -0.349      | 0.197     | -0.133   | 0.172     | -1.771 | 0.077     |
| D4*F06XCFP         | -0.401      | 0.191     | -0.137   | 0.227     | -2.103 | 0.036     |
| D4*F06XCFV         | -0.247      | 0.283     | -0.062   | 0.191     | -0.873 | 0.383     |
| D1*F06XCFP*F06XCFP | 0.15        | 0.131     | 0.144    | 0.061     | 1.143  | 0.253     |
| D1*F06XCFP*F06XCFV | 0.087       | 0.217     | 0.064    | 0.038     | 0.402  | 0.688     |
| D1*F06XCFV*F06XCFV | -0.152      | 0.145     | -0.14    | 0.054     | -1.05  | 0.294     |
| D2*F06XCFP*F06XCFP | 0.241       | 0.163     | 0.115    | 0.161     | 1.481  | 0.139     |
| D2*F06XCFP*F06XCFV | -0.041      | 0.246     | -0.014   | 0.144     | -0.168 | 0.867     |
| D2*F06XCFV*F06XCFV | -0.29       | 0.156     | -0.163   | 0.126     | -1.862 | 0.063     |
| D3*F06XCFP*F06XCFP | 0.099       | 0.144     | 0.075    | 0.082     | 0.692  | 0.489     |
| D3*F06XCFP*F06XCFV | -0.048      | 0.243     | -0.023   | 0.073     | -0.197 | 0.844     |
| D3*F06XCFV*F06XCFV | -0.212      | 0.162     | -0.115   | 0.125     | -1.309 | 0.191     |
| D4*F06XCFP*F06XCFP | 0.072       | 0.136     | 0.057    | 0.086     | 0.534  | 0.593     |
| D4*F06XCFP*F06XCFV | -0.104      | 0.285     | -0.028   | 0.162     | -0.366 | 0.714     |
| D4*F06XCFV*F06XCFV | -0.187      | 0.235     | -0.065   | 0.144     | -0.796 | 0.426     |

|                    | Effect Size | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|-------------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       | <b>P</b>    |        |        |                |        |                |
| Fit Slope          | 0.015       | 0.057  | 0.269  | -0.156         | -0.065 | 0.174          |
| Fit Curve          | 0.717       | -0.047 |        |                |        |                |
| Misfit Slope       | 0.419       | -0.212 |        |                |        |                |
| Misfit Curve       | 0.833       | 0.083  |        |                |        |                |
| <b>USA</b>         |             |        |        |                |        |                |
| Fit Slope          | 0.007       | -0.066 | 0.027  | -0.093         | -0.006 | 0.022          |
| Fit Curve          | 0.545       | 0.038  |        |                |        |                |
| Misfit Slope       | 0.244       | -0.604 |        |                |        |                |
| Misfit Curve       | 0.831       | -0.006 |        |                |        |                |
| <b>BRAZIL</b>      |             |        |        |                |        |                |
| Fit Slope          | 0.041       | -0.039 | 0.015  | -0.054         | 0.085  | -0.106         |
| Fit Curve          | 0.618       | -0.137 |        |                |        |                |
| Misfit Slope       | 0.395       | 0.069  |        |                |        |                |
| Misfit Curve       | 0.986       | 0.075  |        |                |        |                |
| <b>GB</b>          |             |        |        |                |        |                |
| Fit Slope          | 0.006       | -0.145 | -0.065 | -0.08          | -0.057 | -0.113         |
| Fit Curve          | 0.312       | -0.208 |        |                |        |                |
| Misfit Slope       | 0.488       | 0.015  |        |                |        |                |
| Misfit Curve       | 0.889       | 0.018  |        |                |        |                |
| <b>NETHERLANDS</b> |             |        |        |                |        |                |
| Fit Slope          | 0.011       | -0.322 | -0.344 | 0.022          | -0.084 | -0.169         |
| Fit Curve          | 0.316       | -0.266 |        |                |        |                |
| Misfit Slope       | 0.708       | -0.366 |        |                |        |                |
| Misfit Curve       | 0.985       | 0.072  |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 83.328         | 29  | 2.873       | 4.389   | 0.000 |
| Residual   | 591.208        | 903 | 0.655       |         |       |
| Hypothesis |                |     |             |         |       |

Friendly/Helpful (IV) and Integrity (DV)

Dep Var: F03RAWFP N: 933 Multiple R: 0.324 Squared multiple R: 0.105

Adjusted squared multiple R: 0.076 Standard error of estimate: 0.935

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 3.458          | 0.105          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.87        | 0.139     | 0        |           | 42.287 | 0         |
| F14XCFP            | 0.077       | 0.101     | 0.094    | 0.065     | 0.762  | 0.446     |
| F14XCFV            | -0.141      | 0.118     | -0.129   | 0.085     | -1.19  | 0.234     |
| D1                 | 0.243       | 0.149     | 0.123    | 0.172     | 1.628  | 0.104     |
| D2                 | 0.231       | 0.195     | 0.076    | 0.242     | 1.189  | 0.235     |
| D3                 | 0.016       | 0.183     | 0.006    | 0.226     | 0.088  | 0.93      |
| D4                 | 0.25        | 0.219     | 0.065    | 0.302     | 1.141  | 0.254     |
| F14XCFP*F14XCFP    | -0.18       | 0.049     | -0.35    | 0.109     | -3.665 | 0         |
| F14XCFP*F14XCFV    | 0.249       | 0.08      | 0.297    | 0.108     | 3.098  | 0.002     |
| F14XCFV*F14XCFV    | -0.14       | 0.06      | -0.2     | 0.136     | -2.344 | 0.019     |
| D1*F14XCFP         | -0.04       | 0.107     | -0.037   | 0.103     | -0.375 | 0.708     |
| D1*F14XCFV         | 0.1         | 0.129     | 0.066    | 0.136     | 0.777  | 0.438     |
| D2*F14XCFP         | -0.132      | 0.135     | -0.051   | 0.367     | -0.977 | 0.329     |
| D2*F14XCFV         | 0.072       | 0.158     | 0.024    | 0.366     | 0.453  | 0.65      |
| D3*F14XCFP         | -0.172      | 0.123     | -0.081   | 0.297     | -1.401 | 0.162     |
| D3*F14XCFV         | 0.149       | 0.147     | 0.056    | 0.323     | 1.011  | 0.312     |
| D4*F14XCFP         | -0.154      | 0.155     | -0.046   | 0.461     | -0.998 | 0.318     |
| D4*F14XCFV         | 0.142       | 0.218     | 0.032    | 0.405     | 0.649  | 0.517     |
| D1*F14XCFP*F14XCFP | 0.177       | 0.055     | 0.279    | 0.134     | 3.243  | 0.001     |
| D1*F14XCFP*F14XCFV | -0.242      | 0.089     | -0.217   | 0.155     | -2.716 | 0.007     |
| D1*F14XCFV*F14XCFV | 0.123       | 0.067     | 0.14     | 0.169     | 1.829  | 0.068     |
| D2*F14XCFP*F14XCFP | 0.169       | 0.078     | 0.121    | 0.315     | 2.165  | 0.031     |
| D2*F14XCFP*F14XCFV | -0.238      | 0.139     | -0.078   | 0.481     | -1.714 | 0.087     |
| D2*F14XCFV*F14XCFV | 0.094       | 0.1       | 0.048    | 0.382     | 0.944  | 0.345     |
| D3*F14XCFP*F14XCFP | 0.079       | 0.072     | 0.066    | 0.276     | 1.095  | 0.274     |
| D3*F14XCFP*F14XCFV | -0.296      | 0.11      | -0.154   | 0.3       | -2.685 | 0.007     |
| D3*F14XCFV*F14XCFV | 0.183       | 0.09      | 0.115    | 0.307     | 2.031  | 0.043     |
| D4*F14XCFP*F14XCFP | 0.19        | 0.097     | 0.101    | 0.371     | 1.953  | 0.051     |
| D4*F14XCFP*F14XCFV | -0.4        | 0.183     | -0.12    | 0.328     | -2.192 | 0.029     |
| D4*F14XCFV*F14XCFV | 0.319       | 0.178     | 0.107    | 0.282     | 1.796  | 0.073     |

|                    | Effect Size |           | X      | Y      | X <sup>2</sup> | XY        | Y <sup>2</sup> |
|--------------------|-------------|-----------|--------|--------|----------------|-----------|----------------|
| <b>JAPAN</b>       | P           | Direction |        |        |                |           |                |
| Fit Slope          | 0.612       | -0.064    | 0.077  | -0.141 | -0.18 ***      | 0.249 **  | -0.14          |
| Fit Curve          | 0.429       | -0.071    |        |        |                |           |                |
| Misfit Slope       | 0.227       | 0.218     |        |        |                |           |                |
| Misfit Curve       | 0           | -0.569    |        |        |                |           |                |
| <b>USA</b>         |             |           |        |        |                |           |                |
| Fit Slope          | 0.665       | -0.004    | 0.037  | -0.041 | -0.003 **      | 0.007 **  | -0.017         |
| Fit Curve          | 0.558       | -0.013    |        |        |                |           |                |
| Misfit Slope       | 0.468       | 0.278     |        |        |                |           |                |
| Misfit Curve       | 0           | -0.027    |        |        |                |           |                |
| <b>BRAZIL</b>      |             |           |        |        |                |           |                |
| Fit Slope          | 0.723       | -0.124    | -0.055 | -0.069 | -0.011 *       | 0.011     | -0.046         |
| Fit Curve          | 0.867       | -0.046    |        |        |                |           |                |
| Misfit Slope       | 0.396       | 0.014     |        |        |                |           |                |
| Misfit Curve       | 0.028       | -0.068    |        |        |                |           |                |
| <b>GB</b>          |             |           |        |        |                |           |                |
| Fit Slope          | 0.884       | -0.087    | -0.095 | 0.008  | -0.101         | -0.047 ** | 0.043          |
| Fit Curve          | 0.77        | -0.105    |        |        |                |           |                |
| Misfit Slope       | 0.145       | -0.103    |        |        |                |           |                |
| Misfit Curve       | 0.004       | -0.011    |        |        |                |           |                |
| <b>NETHERLANDS</b> |             |           |        |        |                |           |                |
| Fit Slope          | 0.952       | -0.076    | -0.077 | 0.001  | 0.01           | -0.151 *  | 0.179          |
| Fit Curve          | 0.485       | 0.038     |        |        |                |           |                |
| Misfit Slope       | 0.345       | -0.078    |        |        |                |           |                |
| Misfit Curve       | 0.009       | 0.34      |        |        |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 92.881         | 29  | 3.203       | 3.661   | 0.000 |
| Residual   | 790.087        | 903 | 0.875       |         |       |

Friendly (IV) and Performance Oriented (DV)

Dep Var: F04RAWFP N: 933 Multiple R: 0.381 Squared multiple R: 0.145

Adjusted squared multiple R: 0.117 Standard error of estimate: 0.799

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.43        | 0.119     | 0        |           | 45.788 | 0         |
| F14XCFP            | 0.052       | 0.086     | 0.073    | 0.065     | 0.607  | 0.544     |
| F14XCFV            | 0.003       | 0.101     | 0.003    | 0.085     | 0.026  | 0.979     |
| D1                 | 0.647       | 0.128     | 0.376    | 0.172     | 5.071  | 0         |
| D2                 | 0.805       | 0.166     | 0.303    | 0.242     | 4.846  | 0         |
| D3                 | 0.57        | 0.156     | 0.237    | 0.226     | 3.656  | 0         |
| D4                 | 0.486       | 0.187     | 0.146    | 0.302     | 2.599  | 0.01      |
| F14XCFP*F14XCFP    | -0.112      | 0.042     | -0.249   | 0.109     | -2.673 | 0.008     |
| F14XCFP*F14XCFV    | 0.19        | 0.069     | 0.259    | 0.108     | 2.767  | 0.006     |
| F14XCFV*F14XCFV    | -0.015      | 0.051     | -0.025   | 0.136     | -0.296 | 0.768     |
| D1*F14XCFP         | -0.04       | 0.092     | -0.042   | 0.103     | -0.436 | 0.663     |
| D1*F14XCFV         | -0.067      | 0.11      | -0.051   | 0.136     | -0.609 | 0.542     |
| D2*F14XCFP         | -0.107      | 0.115     | -0.047   | 0.367     | -0.924 | 0.356     |
| D2*F14XCFV         | 0.144       | 0.135     | 0.054    | 0.366     | 1.065  | 0.287     |
| D3*F14XCFP         | -0.161      | 0.105     | -0.087   | 0.297     | -1.539 | 0.124     |
| D3*F14XCFV         | 0.01        | 0.126     | 0.004    | 0.323     | 0.083  | 0.934     |
| D4*F14XCFP         | -0.208      | 0.132     | -0.071   | 0.461     | -1.573 | 0.116     |
| D4*F14XCFV         | 0.11        | 0.187     | 0.029    | 0.405     | 0.591  | 0.555     |
| D1*F14XCFP*F14XCFP | 0.132       | 0.047     | 0.237    | 0.134     | 2.822  | 0.005     |
| D1*F14XCFP*F14XCFV | -0.162      | 0.076     | -0.167   | 0.155     | -2.133 | 0.033     |
| D1*F14XCFV*F14XCFV | 0.012       | 0.057     | 0.016    | 0.169     | 0.208  | 0.835     |
| D2*F14XCFP*F14XCFP | 0.045       | 0.067     | 0.037    | 0.315     | 0.67   | 0.503     |
| D2*F14XCFP*F14XCFV | -0.076      | 0.119     | -0.028   | 0.481     | -0.637 | 0.524     |
| D2*F14XCFV*F14XCFV | -0.168      | 0.085     | -0.098   | 0.382     | -1.965 | 0.05      |
| D3*F14XCFP*F14XCFP | -0.018      | 0.061     | -0.017   | 0.276     | -0.299 | 0.765     |
| D3*F14XCFP*F14XCFV | -0.159      | 0.094     | -0.095   | 0.3       | -1.693 | 0.091     |
| D3*F14XCFV*F14XCFV | 0.043       | 0.077     | 0.031    | 0.307     | 0.561  | 0.575     |
| D4*F14XCFP*F14XCFP | 0.005       | 0.083     | 0.003    | 0.371     | 0.063  | 0.95      |
| D4*F14XCFP*F14XCFV | -0.398      | 0.156     | -0.137   | 0.328     | -2.552 | 0.011     |
| D4*F14XCFV*F14XCFV | 0.161       | 0.152     | 0.061    | 0.282     | 1.057  | 0.291     |

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 5.665          | 0.145          | 0.000            | 0.000             |

| Country            | P            | Direction | Effect Size |        |                |          |                |  |
|--------------------|--------------|-----------|-------------|--------|----------------|----------|----------------|--|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY       | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |             |        |                |          |                |  |
| Fit Slope          | 0.611        | 0.055     | 0.052       | 0.003  | -0.112 **      | 0.19 **  | -0.015         |  |
| Fit Curve          | 0.414        | 0.063     |             |        |                |          |                |  |
| Misfit Slope       | 0.747        | 0.049     |             |        |                |          |                |  |
| Misfit Curve       | <b>0.004</b> | -0.317    |             |        |                |          |                |  |
| <b>USA</b>         |              |           |             |        |                |          |                |  |
| Fit Slope          | 0.362        | -0.052    | 0.012       | -0.064 | 0.02 **        | 0.028 *  | -0.003         |  |
| Fit Curve          | 0.827        | 0.045     |             |        |                |          |                |  |
| Misfit Slope       | 0.871        | -0.058    |             |        |                |          |                |  |
| Misfit Curve       | <b>0.013</b> | -0.011    |             |        |                |          |                |  |
| <b>BRAZIL</b>      |              |           |             |        |                |          |                |  |
| Fit Slope          | 0.798        | 0.092     | -0.055      | 0.147  | -0.067         | 0.114    | -0.183         |  |
| Fit Curve          | 0.124        | -0.136    |             |        |                |          |                |  |
| Misfit Slope       | 0.222        | -0.202    |             |        |                |          |                |  |
| Misfit Curve       | 0.808        | -0.364    |             |        |                |          |                |  |
| <b>GB</b>          |              |           |             |        |                |          |                |  |
| Fit Slope          | 0.266        | -0.096    | -0.109      | 0.013  | -0.13          | 0.031    | 0.028          |  |
| Fit Curve          | 0.178        | -0.071    |             |        |                |          |                |  |
| Misfit Slope       | 0.36         | -0.122    |             |        |                |          |                |  |
| Misfit Curve       | 0.262        | -0.133    |             |        |                |          |                |  |
| <b>NETHERLANDS</b> |              |           |             |        |                |          |                |  |
| Fit Slope          | 0.591        | -0.043    | -0.156      | 0.113  | -0.107         | -0.208 * | 0.146          |  |
| Fit Curve          | 0.081        | -0.169    |             |        |                |          |                |  |
| Misfit Slope       | 0.235        | -0.269    |             |        |                |          |                |  |
| Misfit Curve       | 0.058        | 0.247     |             |        |                |          |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 97.753         | 29  | 3.371       | 5.277   | 0.000 |
| Residual   | 576.783        | 903 | 0.639       |         |       |
| Hypothesis |                |     |             |         |       |

Friendly/Helpful (IV) and Team Building (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.347 Squared multiple R: 0.120

Adjusted squared multiple R: 0.092 Standard error of estimate: 0.931

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 4.189          | 0.120          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.185       | 0.138     | 0        |           | 37.52  | 0         |
| F14XCFP            | 0.015       | 0.101     | 0.018    | 0.065     | 0.151  | 0.88      |
| F14XCFV            | 0.026       | 0.118     | 0.023    | 0.085     | 0.217  | 0.828     |
| D1                 | 0.45        | 0.149     | 0.228    | 0.172     | 3.026  | 0.003     |
| D2                 | 0.443       | 0.194     | 0.145    | 0.242     | 2.287  | 0.022     |
| D3                 | 0.238       | 0.182     | 0.086    | 0.226     | 1.308  | 0.191     |
| D4                 | 0.482       | 0.218     | 0.126    | 0.302     | 2.21   | 0.027     |
| F14XCFP*F14XCFP    | -0.193      | 0.049     | -0.372   | 0.109     | -3.935 | 0         |
| F14XCFP*F14XCFV    | 0.286       | 0.08      | 0.339    | 0.108     | 3.571  | 0         |
| F14XCFV*F14XCFV    | 0.005       | 0.059     | 0.008    | 0.136     | 0.091  | 0.928     |
| D1*F14XCFP         | 0.033       | 0.107     | 0.03     | 0.103     | 0.311  | 0.756     |
| D1*F14XCFV         | -0.074      | 0.128     | -0.049   | 0.136     | -0.577 | 0.564     |
| D2*F14XCFP         | 0.072       | 0.134     | 0.028    | 0.367     | 0.539  | 0.59      |
| D2*F14XCFV         | -0.105      | 0.157     | -0.034   | 0.366     | -0.668 | 0.504     |
| D3*F14XCFP         | -0.068      | 0.122     | -0.032   | 0.297     | -0.557 | 0.577     |
| D3*F14XCFV         | -0.145      | 0.147     | -0.054   | 0.323     | -0.988 | 0.323     |
| D4*F14XCFP         | -0.018      | 0.154     | -0.005   | 0.461     | -0.116 | 0.908     |
| D4*F14XCFV         | -0.043      | 0.217     | -0.01    | 0.405     | -0.199 | 0.842     |
| D1*F14XCFP*F14XCFP | 0.211       | 0.054     | 0.329    | 0.134     | 3.863  | 0         |
| D1*F14XCFP*F14XCFV | -0.279      | 0.089     | -0.249   | 0.155     | -3.14  | 0.002     |
| D1*F14XCFV*F14XCFV | -0.004      | 0.067     | -0.005   | 0.169     | -0.067 | 0.947     |
| D2*F14XCFP*F14XCFP | 0.208       | 0.078     | 0.148    | 0.315     | 2.67   | 0.008     |
| D2*F14XCFP*F14XCFV | -0.357      | 0.138     | -0.116   | 0.481     | -2.581 | 0.01      |
| D2*F14XCFV*F14XCFV | -0.044      | 0.1       | -0.022   | 0.382     | -0.441 | 0.659     |
| D3*F14XCFP*F14XCFP | 0.059       | 0.072     | 0.049    | 0.276     | 0.821  | 0.412     |
| D3*F14XCFP*F14XCFV | -0.224      | 0.11      | -0.116   | 0.3       | -2.039 | 0.042     |
| D3*F14XCFV*F14XCFV | 0.043       | 0.09      | 0.027    | 0.307     | 0.483  | 0.629     |
| D4*F14XCFP*F14XCFP | 0.144       | 0.097     | 0.076    | 0.371     | 1.487  | 0.137     |
| D4*F14XCFP*F14XCFV | -0.541      | 0.182     | -0.162   | 0.328     | -2.977 | 0.003     |
| D4*F14XCFV*F14XCFV | 0.036       | 0.177     | 0.012    | 0.282     | 0.204  | 0.838     |

|                    | P     | Direction | X      | Y      | X <sup>2</sup> | XY        | Y <sup>2</sup> |
|--------------------|-------|-----------|--------|--------|----------------|-----------|----------------|
| <b>JAPAN</b>       |       |           |        |        |                |           |                |
| Fit Slope          | 0.746 | 0.041     | 0.015  | 0.026  | -0.193 ***     | 0.286 *** | 0.005          |
| Fit Curve          | 0.271 | 0.098     |        |        |                |           |                |
| Misfit Slope       | 0.953 | -0.011    |        |        |                |           |                |
| Misfit Curve       | 0     | -0.474    |        |        |                |           |                |
| <b>USA</b>         |       |           |        |        |                |           |                |
| Fit Slope          | 0.766 | 0         | 0.048  | -0.048 | 0.018 ***      | 0.007 **  | 0.001          |
| Fit Curve          | 0.462 | 0.026     |        |        |                |           |                |
| Misfit Slope       | 0.578 | -0.052    |        |        |                |           |                |
| Misfit Curve       | 0.001 | 0.012     |        |        |                |           |                |
| <b>BRAZIL</b>      |       |           |        |        |                |           |                |
| Fit Slope          | 0.847 | 0.008     | 0.087  | -0.079 | 0.015 **       | -0.071 *  | -0.039         |
| Fit Curve          | 0.199 | -0.095    |        |        |                |           |                |
| Misfit Slope       | 0.457 | 0.166     |        |        |                |           |                |
| Misfit Curve       | 0.022 | 0.047     |        |        |                |           |                |
| <b>GB</b>          |       |           |        |        |                |           |                |
| Fit Slope          | 0.178 | -0.172    | -0.053 | -0.119 | -0.134         | 0.062 *   | 0.048          |
| Fit Curve          | 0.296 | -0.024    |        |        |                |           |                |
| Misfit Slope       | 0.726 | 0.066     |        |        |                |           |                |
| Misfit Curve       | 0.089 | -0.148    |        |        |                |           |                |
| <b>NETHERLANDS</b> |       |           |        |        |                |           |                |
| Fit Slope          | 0.772 | -0.02     | -0.003 | -0.017 | -0.049         | -0.255 ** | 0.041          |
| Fit Curve          | 0.02  | -0.263    |        |        |                |           |                |
| Misfit Slope       | 0.935 | 0.014     |        |        |                |           |                |
| Misfit Curve       | 0.037 | 0.247     |        |        |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 107.306        | 29  | 3.7         | 4.266   | 0.000 |
| Residual   | 783.225        | 903 | 0.867       |         |       |

Friendly/Helpful (IV) and Encourager (DV)

Dep Var: F07RAWFP N: 933 Multiple R: 0.315 Squared multiple R: 0.099

Adjusted squared multiple R: 0.071 Standard error of estimate: 1.182

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 2.936          | 0.099          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.057       | 0.175     | 0        |           | 28.844 | 0         |
| F14XCFP            | 0.019       | 0.128     | 0.018    | 0.065     | 0.15   | 0.881     |
| F14XCFV            | -0.111      | 0.15      | -0.08    | 0.085     | -0.742 | 0.458     |
| D1                 | 0.347       | 0.189     | 0.14     | 0.172     | 1.838  | 0.066     |
| D2                 | 0.277       | 0.246     | 0.072    | 0.242     | 1.126  | 0.261     |
| D3                 | 0.151       | 0.231     | 0.043    | 0.226     | 0.653  | 0.514     |
| D4                 | 0.376       | 0.277     | 0.078    | 0.302     | 1.361  | 0.174     |
| F14XCFP*F14XCFP    | -0.244      | 0.062     | -0.375   | 0.109     | -3.915 | 0         |
| F14XCFP*F14XCFV    | 0.318       | 0.102     | 0.301    | 0.108     | 3.132  | 0.002     |
| F14XCFV*F14XCFV    | 0.01        | 0.075     | 0.012    | 0.136     | 0.138  | 0.89      |
| D1*F14XCFP         | 0.06        | 0.136     | 0.044    | 0.103     | 0.445  | 0.657     |
| D1*F14XCFV         | 0.102       | 0.162     | 0.054    | 0.136     | 0.631  | 0.528     |
| D2*F14XCFP         | 0.107       | 0.171     | 0.033    | 0.367     | 0.628  | 0.53      |
| D2*F14XCFV         | 0.047       | 0.2       | 0.012    | 0.366     | 0.238  | 0.812     |
| D3*F14XCFP         | -0.026      | 0.155     | -0.01    | 0.297     | -0.168 | 0.867     |
| D3*F14XCFV         | -0.111      | 0.186     | -0.033   | 0.323     | -0.596 | 0.551     |
| D4*F14XCFP         | -0.134      | 0.195     | -0.032   | 0.461     | -0.685 | 0.493     |
| D4*F14XCFV         | 0.237       | 0.276     | 0.043    | 0.405     | 0.86   | 0.39      |
| D1*F14XCFP*F14XCFP | 0.222       | 0.069     | 0.277    | 0.134     | 3.208  | 0.001     |
| D1*F14XCFP*F14XCFV | -0.268      | 0.113     | -0.191   | 0.155     | -2.382 | 0.017     |
| D1*F14XCFV*F14XCFV | 0.008       | 0.085     | 0.007    | 0.169     | 0.095  | 0.924     |
| D2*F14XCFP*F14XCFP | 0.337       | 0.099     | 0.192    | 0.315     | 3.416  | 0.001     |
| D2*F14XCFP*F14XCFV | -0.432      | 0.176     | -0.112   | 0.481     | -2.461 | 0.014     |
| D2*F14XCFV*F14XCFV | -0.102      | 0.126     | -0.041   | 0.382     | -0.807 | 0.42      |
| D3*F14XCFP*F14XCFP | 0.109       | 0.091     | 0.072    | 0.276     | 1.2    | 0.23      |
| D3*F14XCFP*F14XCFV | -0.285      | 0.139     | -0.118   | 0.3       | -2.044 | 0.041     |
| D3*F14XCFV*F14XCFV | -0.001      | 0.114     | 0        | 0.307     | -0.006 | 0.996     |
| D4*F14XCFP*F14XCFP | 0.197       | 0.123     | 0.083    | 0.371     | 1.602  | 0.109     |
| D4*F14XCFP*F14XCFV | -0.658      | 0.231     | -0.157   | 0.328     | -2.853 | 0.004     |
| D4*F14XCFV*F14XCFV | 0.362       | 0.224     | 0.096    | 0.282     | 1.614  | 0.107     |

| JAPAN              | P            | Direction | Effect Size |        |                |          |                |
|--------------------|--------------|-----------|-------------|--------|----------------|----------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY       | Y <sup>2</sup> |
| Fit Slope          | 0.565        | -0.092    | 0.019       | -0.111 | -0.244 ***     | 0.318 ** | 0.01           |
| Fit Curve          | 0.453        | 0.084     |             |        |                |          |                |
| Misfit Slope       | 0.568        | 0.13      |             |        |                |          |                |
| Misfit Curve       | <b>0.001</b> | -0.552    |             |        |                |          |                |
| <b>USA</b>         |              |           |             |        |                |          |                |
| Fit Slope          | 0.348        | 0.07      | 0.079       | -0.009 | -0.022 **      | 0.05 *   | 0.018          |
| Fit Curve          | 0.758        | 0.046     |             |        |                |          |                |
| Misfit Slope       | 0.863        | 0.292     |             |        |                |          |                |
| Misfit Curve       | <b>0.006</b> | -0.054    |             |        |                |          |                |
| <b>BRAZIL</b>      |              |           |             |        |                |          |                |
| Fit Slope          | 0.472        | 0.062     | 0.126       | -0.064 | 0.093 **       | -0.114 * | -0.092         |
| Fit Curve          | 0.302        | -0.113    |             |        |                |          |                |
| Misfit Slope       | 0.844        | 0.19      |             |        |                |          |                |
| Misfit Curve       | <b>0.021</b> | 0.115     |             |        |                |          |                |
| <b>GB</b>          |              |           |             |        |                |          |                |
| Fit Slope          | 0.495        | -0.229    | -0.007      | -0.222 | -0.135         | 0.033 *  | 0.009          |
| Fit Curve          | 0.232        | -0.093    |             |        |                |          |                |
| Misfit Slope       | 0.76         | 0.215     |             |        |                |          |                |
| Misfit Curve       | 0.106        | -0.159    |             |        |                |          |                |
| <b>NETHERLANDS</b> |              |           |             |        |                |          |                |
| Fit Slope          | 0.7          | 0.011     | -0.115      | 0.126  | -0.047         | -0.34 ** | 0.372          |
| Fit Curve          | 0.615        | -0.015    |             |        |                |          |                |
| Misfit Slope       | 0.349        | -0.241    |             |        |                |          |                |
| Misfit Curve       | <b>0.006</b> | 0.665     |             |        |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 139.182        | 29  | 4.799       | 3.438   | 0.000 |
| Residual   | 1260.645       | 903 | 1.396       |         |       |

Friendly/Helpful (IV) and Elitist (DV)

Dep Var: F16RAWFP N: 933 Multiple R: 0.396 Squared multiple R: 0.157

Adjusted squared multiple R: 0.130 Standard error of estimate: 1.068

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 6.282          | 0.157          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.627       | 0.158     | 0        |           | 16.577 | 0         |
| F14XCFP            | -0.086      | 0.115     | -0.089   | 0.065     | -0.746 | 0.456     |
| F14XCFV            | 0.029       | 0.135     | 0.023    | 0.085     | 0.216  | 0.829     |
| D1                 | -0.449      | 0.17      | -0.194   | 0.172     | -2.633 | 0.009     |
| D2                 | 0.405       | 0.222     | 0.113    | 0.242     | 1.823  | 0.069     |
| D3                 | -0.272      | 0.209     | -0.084   | 0.226     | -1.306 | 0.192     |
| D4                 | 0.086       | 0.25      | 0.019    | 0.302     | 0.345  | 0.73      |
| F14XCFP*F14XCFP    | 0.206       | 0.056     | 0.339    | 0.109     | 3.66   | 0         |
| F14XCFP*F14XCFV    | -0.164      | 0.092     | -0.166   | 0.108     | -1.782 | 0.075     |
| F14XCFV*F14XCFV    | 0.055       | 0.068     | 0.067    | 0.136     | 0.806  | 0.421     |
| D1*F14XCFP         | 0.046       | 0.123     | 0.035    | 0.103     | 0.373  | 0.709     |
| D1*F14XCFV         | -0.049      | 0.147     | -0.027   | 0.136     | -0.331 | 0.741     |
| D2*F14XCFP         | 0.282       | 0.154     | 0.092    | 0.367     | 1.827  | 0.068     |
| D2*F14XCFV         | -0.339      | 0.18      | -0.095   | 0.366     | -1.877 | 0.061     |
| D3*F14XCFP         | 0.152       | 0.14      | 0.061    | 0.297     | 1.084  | 0.279     |
| D3*F14XCFV         | 0.164       | 0.168     | 0.053    | 0.323     | 0.978  | 0.328     |
| D4*F14XCFP         | 0.214       | 0.177     | 0.055    | 0.461     | 1.214  | 0.225     |
| D4*F14XCFV         | -0.243      | 0.249     | -0.047   | 0.405     | -0.975 | 0.33      |
| D1*F14XCFP*F14XCFP | -0.196      | 0.062     | -0.262   | 0.134     | -3.144 | 0.002     |
| D1*F14XCFP*F14XCFV | 0.178       | 0.102     | 0.136    | 0.155     | 1.746  | 0.081     |
| D1*F14XCFV*F14XCFV | -0.037      | 0.077     | -0.036   | 0.169     | -0.487 | 0.626     |
| D2*F14XCFP*F14XCFP | -0.171      | 0.089     | -0.104   | 0.315     | -1.913 | 0.056     |
| D2*F14XCFP*F14XCFV | -0.046      | 0.159     | -0.013   | 0.481     | -0.292 | 0.77      |
| D2*F14XCFV*F14XCFV | 0.083       | 0.114     | 0.036    | 0.382     | 0.725  | 0.469     |
| D3*F14XCFP*F14XCFP | -0.15       | 0.082     | -0.106   | 0.276     | -1.824 | 0.068     |
| D3*F14XCFP*F14XCFV | 0.128       | 0.126     | 0.057    | 0.3       | 1.019  | 0.309     |
| D3*F14XCFV*F14XCFV | 0.008       | 0.103     | 0.004    | 0.307     | 0.074  | 0.941     |
| D4*F14XCFP*F14XCFP | -0.201      | 0.111     | -0.091   | 0.371     | -1.812 | 0.07      |
| D4*F14XCFP*F14XCFV | 0.492       | 0.208     | 0.126    | 0.328     | 2.358  | 0.019     |
| D4*F14XCFV*F14XCFV | -0.117      | 0.203     | -0.033   | 0.282     | -0.575 | 0.566     |

| JAPAN              | P            | Direction | X      | Y      | Effect Size    |         |                |
|--------------------|--------------|-----------|--------|--------|----------------|---------|----------------|
|                    |              |           |        |        | X <sup>2</sup> | XY      | Y <sup>2</sup> |
| Fit Slope          | 0.694        | -0.057    | -0.086 | 0.029  | 0.206 ***      | -0.164  | 0.055          |
| Fit Curve          | 0.343        | 0.097     |        |        |                |         |                |
| Misfit Slope       | 0.576        | -0.115    |        |        |                |         |                |
| Misfit Curve       | <b>0.004</b> | 0.425     |        |        |                |         |                |
| <b>USA</b>         |              |           |        |        |                |         |                |
| Fit Slope          | 0.986        | -0.06     | -0.04  | -0.02  | 0.01 **        | 0.014   | 0.018          |
| Fit Curve          | 0.621        | 0.042     |        |        |                |         |                |
| Misfit Slope       | 0.669        | -0.118    |        |        |                |         |                |
| Misfit Curve       | <b>0.013</b> | 0.014     |        |        |                |         |                |
| <b>BRAZIL</b>      |              |           |        |        |                |         |                |
| Fit Slope          | 0.769        | -0.114    | 0.196  | -0.31  | 0.035          | -0.21   | 0.138          |
| Fit Curve          | 0.437        | -0.037    |        |        |                |         |                |
| Misfit Slope       | <b>0.024</b> | 0.506     |        |        |                |         |                |
| Misfit Curve       | 0.874        | 0.383     |        |        |                |         |                |
| <b>GB</b>          |              |           |        |        |                |         |                |
| Fit Slope          | 0.081        | 0.259     | 0.066  | 0.193  | 0.056          | -0.036  | 0.063          |
| Fit Curve          | 0.918        | 0.083     |        |        |                |         |                |
| Misfit Slope       | 0.96         | -0.127    |        |        |                |         |                |
| Misfit Curve       | 0.219        | 0.155     |        |        |                |         |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |         |                |
| Fit Slope          | 0.906        | -0.086    | 0.128  | -0.214 | 0.005          | 0.328 * | -0.062         |
| Fit Curve          | 0.33         | 0.271     |        |        |                |         |                |
| Misfit Slope       | 0.201        | 0.342     |        |        |                |         |                |
| Misfit Curve       | <b>0.042</b> | -0.385    |        |        |                |         |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 191.831        | 29  | 6.615       | 5.799   | 0.000 |
| Residual   | 1029.981       | 903 | 1.141       |         |       |

Friendly/Helpful (IV) and Autocratic (DV)

Dep Var: F05RAWFP N: 933 Multiple R: 0.329 Squared multiple R: 0.108

Adjusted squared multiple R: 0.080 Standard error of estimate: 1.260

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.963          | 0.108          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.11        | 0.187     | 0        |           | 11.284 | 0         |
| F14XCFP            | 0.011       | 0.136     | 0.01     | 0.065     | 0.079  | 0.937     |
| F14XCFV            | -0.018      | 0.16      | -0.012   | 0.085     | -0.116 | 0.908     |
| D1                 | 0.156       | 0.201     | 0.059    | 0.172     | 0.777  | 0.437     |
| D2                 | 1.065       | 0.262     | 0.26     | 0.242     | 4.064  | 0         |
| D3                 | 0.705       | 0.246     | 0.19     | 0.226     | 2.866  | 0.004     |
| D4                 | 0.536       | 0.295     | 0.104    | 0.302     | 1.816  | 0.07      |
| F14XCFP*F14XCFP    | 0.314       | 0.066     | 0.451    | 0.109     | 4.738  | 0         |
| F14XCFP*F14XCFV    | -0.332      | 0.108     | -0.294   | 0.108     | -3.068 | 0.002     |
| F14XCFV*F14XCFV    | 0.13        | 0.08      | 0.138    | 0.136     | 1.62   | 0.106     |
| D1*F14XCFP         | -0.002      | 0.145     | -0.001   | 0.103     | -0.015 | 0.988     |
| D1*F14XCFV         | 0.077       | 0.173     | 0.038    | 0.136     | 0.447  | 0.655     |
| D2*F14XCFP         | 0.101       | 0.182     | 0.029    | 0.367     | 0.554  | 0.58      |
| D2*F14XCFV         | 0.144       | 0.213     | 0.035    | 0.366     | 0.677  | 0.499     |
| D3*F14XCFP         | -0.09       | 0.165     | -0.031   | 0.297     | -0.544 | 0.587     |
| D3*F14XCFV         | 0.039       | 0.198     | 0.011    | 0.323     | 0.195  | 0.845     |
| D4*F14XCFP         | 0.051       | 0.208     | 0.011    | 0.461     | 0.247  | 0.805     |
| D4*F14XCFV         | 0.043       | 0.294     | 0.007    | 0.405     | 0.147  | 0.883     |
| D1*F14XCFP*F14XCFP | -0.287      | 0.074     | -0.333   | 0.134     | -3.885 | 0         |
| D1*F14XCFP*F14XCFV | 0.298       | 0.12      | 0.198    | 0.155     | 2.484  | 0.013     |
| D1*F14XCFV*F14XCFV | -0.099      | 0.09      | -0.084   | 0.169     | -1.097 | 0.273     |
| D2*F14XCFP*F14XCFP | -0.371      | 0.105     | -0.198   | 0.315     | -3.528 | 0         |
| D2*F14XCFP*F14XCFV | 0.165       | 0.187     | 0.04     | 0.481     | 0.882  | 0.378     |
| D2*F14XCFV*F14XCFV | -0.052      | 0.135     | -0.02    | 0.382     | -0.387 | 0.699     |
| D3*F14XCFP*F14XCFP | -0.418      | 0.097     | -0.259   | 0.276     | -4.321 | 0         |
| D3*F14XCFP*F14XCFV | 0.49        | 0.149     | 0.189    | 0.3       | 3.3    | 0.001     |
| D3*F14XCFV*F14XCFV | -0.163      | 0.122     | -0.076   | 0.307     | -1.339 | 0.181     |
| D4*F14XCFP*F14XCFP | -0.426      | 0.131     | -0.167   | 0.371     | -3.245 | 0.001     |
| D4*F14XCFP*F14XCFV | 0.735       | 0.246     | 0.164    | 0.328     | 2.988  | 0.003     |
| D4*F14XCFV*F14XCFV | -0.47       | 0.239     | -0.116   | 0.282     | -1.965 | 0.05      |

| JAPAN              | P     | Direction | X      | Y      | Effect Size    |           |                |
|--------------------|-------|-----------|--------|--------|----------------|-----------|----------------|
|                    |       |           |        |        | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| Fit Slope          | 0.964 | -0.007    | 0.011  | -0.018 | 0.314 ***      | -0.332 ** | 0.13           |
| Fit Curve          | 0.353 | 0.112     |        |        |                |           |                |
| Misfit Slope       | 0.904 | 0.029     |        |        |                |           |                |
| Misfit Curve       | 0     | 0.776     |        |        |                |           |                |
| <b>USA</b>         |       |           |        |        |                |           |                |
| Fit Slope          | 0.684 | 0.068     | 0.009  | 0.059  | 0.027 ***      | -0.034 *  | 0.031          |
| Fit Curve          | 0.513 | 0.024     |        |        |                |           |                |
| Misfit Slope       | 0.76  | 0.104     |        |        |                |           |                |
| Misfit Curve       | 0     | 0.092     |        |        |                |           |                |
| <b>BRAZIL</b>      |       |           |        |        |                |           |                |
| Fit Slope          | 0.285 | 0.238     | 0.112  | 0.126  | -0.057 ***     | -0.167    | 0.078          |
| Fit Curve          | 0.205 | -0.146    |        |        |                |           |                |
| Misfit Slope       | 0.893 | -0.014    |        |        |                |           |                |
| Misfit Curve       | 0.056 | 0.188     |        |        |                |           |                |
| <b>GB</b>          |       |           |        |        |                |           |                |
| Fit Slope          | 0.811 | -0.058    | -0.079 | 0.021  | -0.104 ***     | 0.158 **  | -0.033         |
| Fit Curve          | 0.564 | 0.021     |        |        |                |           |                |
| Misfit Slope       | 0.664 | -0.1      |        |        |                |           |                |
| Misfit Curve       | 0     | -0.295    |        |        |                |           |                |
| <b>NETHERLANDS</b> |       |           |        |        |                |           |                |
| Fit Slope          | 0.741 | 0.087     | 0.062  | 0.025  | -0.112 **      | 0.403 **  | -0.34          |
| Fit Curve          | 0.444 | -0.049    |        |        |                |           |                |
| Misfit Slope       | 0.985 | 0.037     |        |        |                |           |                |
| Misfit Curve       | 0.001 | -0.855    |        |        |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 174.089        | 29  | 6.003       | 3.779   | 0.000 |
| Residual   | 1434.292       | 903 | 1.588       |         |       |



**Friendly/Helpful (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.299 Squared multiple R: 0.090

Adjusted squared multiple R: 0.060 Standard error of estimate: 1.328

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.2            | 0.090          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.857       | 0.197     | 0        |           | 14.496 | 0         |
| F14XCFP            | -0.247      | 0.143     | -0.214   | 0.065     | -1.725 | 0.085     |
| F14XCFV            | 0.333       | 0.168     | 0.216    | 0.085     | 1.978  | 0.048     |
| D1                 | -0.533      | 0.212     | -0.192   | 0.172     | -2.514 | 0.012     |
| D2                 | 0.115       | 0.276     | 0.027    | 0.242     | 0.418  | 0.676     |
| D3                 | -0.254      | 0.259     | -0.066   | 0.226     | -0.981 | 0.327     |
| D4                 | -0.177      | 0.311     | -0.033   | 0.302     | -0.568 | 0.57      |
| F14XCFP*F14XCFP    | 0.146       | 0.07      | 0.201    | 0.109     | 2.093  | 0.037     |
| F14XCFP*F14XCFV    | -0.276      | 0.114     | -0.234   | 0.108     | -2.418 | 0.016     |
| F14XCFV*F14XCFV    | 0.083       | 0.085     | 0.085    | 0.136     | 0.983  | 0.326     |
| D1*F14XCFP         | 0.275       | 0.153     | 0.178    | 0.103     | 1.799  | 0.072     |
| D1*F14XCFV         | -0.29       | 0.183     | -0.137   | 0.136     | -1.588 | 0.113     |
| D2*F14XCFP         | 0.17        | 0.192     | 0.046    | 0.367     | 0.886  | 0.376     |
| D2*F14XCFV         | -0.198      | 0.224     | -0.046   | 0.366     | -0.882 | 0.378     |
| D3*F14XCFP         | 0.213       | 0.174     | 0.071    | 0.297     | 1.223  | 0.222     |
| D3*F14XCFV         | -0.172      | 0.209     | -0.046   | 0.323     | -0.821 | 0.412     |
| D4*F14XCFP         | 0.359       | 0.22      | 0.076    | 0.461     | 1.635  | 0.102     |
| D4*F14XCFV         | -0.284      | 0.31      | -0.046   | 0.405     | -0.916 | 0.36      |
| D1*F14XCFP*F14XCFP | -0.129      | 0.078     | -0.144   | 0.134     | -1.659 | 0.097     |
| D1*F14XCFP*F14XCFV | 0.311       | 0.127     | 0.198    | 0.155     | 2.459  | 0.014     |
| D1*F14XCFV*F14XCFV | -0.108      | 0.095     | -0.087   | 0.169     | -1.133 | 0.258     |
| D2*F14XCFP*F14XCFP | -0.316      | 0.111     | -0.161   | 0.315     | -2.847 | 0.005     |
| D2*F14XCFP*F14XCFV | 0.38        | 0.197     | 0.088    | 0.481     | 1.927  | 0.054     |
| D2*F14XCFV*F14XCFV | -0.143      | 0.142     | -0.052   | 0.382     | -1.007 | 0.314     |
| D3*F14XCFP*F14XCFP | -0.181      | 0.102     | -0.107   | 0.276     | -1.777 | 0.076     |
| D3*F14XCFP*F14XCFV | 0.306       | 0.157     | 0.113    | 0.3       | 1.956  | 0.051     |
| D3*F14XCFV*F14XCFV | 0.076       | 0.128     | 0.034    | 0.307     | 0.596  | 0.551     |
| D4*F14XCFP*F14XCFP | -0.133      | 0.138     | -0.05    | 0.371     | -0.959 | 0.338     |
| D4*F14XCFP*F14XCFV | 0.62        | 0.259     | 0.132    | 0.328     | 2.389  | 0.017     |
| D4*F14XCFV*F14XCFV | -0.12       | 0.252     | -0.028   | 0.282     | -0.475 | 0.635     |

| Effect Size        | P     | Direction | X      | Y       | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|--------------------|-------|-----------|--------|---------|----------------|----------|----------------|
|                    |       |           |        |         |                |          |                |
| <b>JAPAN</b>       |       |           |        |         |                |          |                |
| Fit Slope          | 0.635 | 0.086     | -0.247 | 0.333 * | 0.146 *        | -0.276 * | 0.083          |
| Fit Curve          | 0.714 | -0.047    |        |         |                |          |                |
| Misfit Slope       | 0.024 | -0.58     |        |         |                |          |                |
| Misfit Curve       | 0.006 | 0.505     |        |         |                |          |                |
| <b>USA</b>         |       |           |        |         |                |          |                |
| Fit Slope          | 0.938 | 0.071     | 0.028  | 0.043   | 0.017          | 0.035 *  | -0.025         |
| Fit Curve          | 0.597 | 0.027     |        |         |                |          |                |
| Misfit Slope       | 0.04  | -0.595    |        |         |                |          |                |
| Misfit Curve       | 0.008 | -0.043    |        |         |                |          |                |
| <b>BRAZIL</b>      |       |           |        |         |                |          |                |
| Fit Slope          | 0.908 | 0.058     | -0.077 | 0.135   | -0.17 **       | 0.104    | -0.06          |
| Fit Curve          | 0.716 | -0.126    |        |         |                |          |                |
| Misfit Slope       | 0.28  | -0.212    |        |         |                |          |                |
| Misfit Curve       | 0.01  | -0.334    |        |         |                |          |                |
| <b>GB</b>          |       |           |        |         |                |          |                |
| Fit Slope          | 0.854 | 0.127     | -0.034 | 0.161   | -0.035         | 0.03     | 0.159          |
| Fit Curve          | 0.225 | 0.154     |        |         |                |          |                |
| Misfit Slope       | 0.218 | -0.195    |        |         |                |          |                |
| Misfit Curve       | 0.133 | 0.094     |        |         |                |          |                |
| <b>NETHERLANDS</b> |       |           |        |         |                |          |                |
| Fit Slope          | 0.803 | 0.161     | 0.112  | 0.049   | 0.013          | 0.344 *  | -0.037         |
| Fit Curve          | 0.097 | 0.32      |        |         |                |          |                |
| Misfit Slope       | 0.149 | 0.063     |        |         |                |          |                |
| Misfit Curve       | 0.077 | -0.368    |        |         |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 156.834        | 29  | 5.408       | 3.065   | 0.000 |
| Residual   | 1593.184       | 903 | 1.764       |         |       |

Friendly/Helpful (IV) and Loner (DV)

Dep Var: F08RAWFP N: 933 Multiple R: 0.245 Squared multiple R: 0.060

Adjusted squared multiple R: 0.030 Standard error of estimate: 1.167

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 1.676          | 0.060          | 0.000            | 0.022             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.307       | 0.173     | 0        |           | 13.318 | 0         |
| F14XCFP            | -0.17       | 0.126     | -0.17    | 0.065     | -1.346 | 0.179     |
| F14XCFV            | -0.059      | 0.148     | -0.044   | 0.085     | -0.397 | 0.691     |
| D1                 | -0.123      | 0.186     | -0.051   | 0.172     | -0.661 | 0.509     |
| D2                 | 0.059       | 0.243     | 0.016    | 0.242     | 0.241  | 0.809     |
| D3                 | 0.077       | 0.228     | 0.023    | 0.226     | 0.338  | 0.735     |
| D4                 | -0.187      | 0.273     | -0.04    | 0.302     | -0.684 | 0.494     |
| F14XCFP*F14XCFP    | 0.134       | 0.061     | 0.213    | 0.109     | 2.176  | 0.03      |
| F14XCFP*F14XCFV    | -0.251      | 0.1       | -0.246   | 0.108     | -2.505 | 0.012     |
| F14XCFV*F14XCFV    | 0.052       | 0.074     | 0.061    | 0.136     | 0.695  | 0.487     |
| D1*F14XCFP         | 0.146       | 0.134     | 0.109    | 0.103     | 1.087  | 0.277     |
| D1*F14XCFV         | 0.11        | 0.16      | 0.06     | 0.136     | 0.688  | 0.491     |
| D2*F14XCFP         | 0.064       | 0.169     | 0.02     | 0.367     | 0.378  | 0.706     |
| D2*F14XCFV         | 0.176       | 0.197     | 0.048    | 0.366     | 0.892  | 0.373     |
| D3*F14XCFP         | 0.236       | 0.153     | 0.091    | 0.297     | 1.542  | 0.124     |
| D3*F14XCFV         | 0.223       | 0.184     | 0.069    | 0.323     | 1.212  | 0.226     |
| D4*F14XCFP         | 0.051       | 0.193     | 0.013    | 0.461     | 0.264  | 0.792     |
| D4*F14XCFV         | 0.323       | 0.272     | 0.06     | 0.405     | 1.186  | 0.236     |
| D1*F14XCFP*F14XCFP | -0.132      | 0.068     | -0.17    | 0.134     | -1.936 | 0.053     |
| D1*F14XCFP*F14XCFV | 0.21        | 0.111     | 0.154    | 0.155     | 1.884  | 0.06      |
| D1*F14XCFV*F14XCFV | -0.04       | 0.084     | -0.037   | 0.169     | -0.473 | 0.637     |
| D2*F14XCFP*F14XCFP | -0.139      | 0.097     | -0.082   | 0.315     | -1.424 | 0.155     |
| D2*F14XCFP*F14XCFV | 0.21        | 0.173     | 0.056    | 0.481     | 1.209  | 0.227     |
| D2*F14XCFV*F14XCFV | -0.111      | 0.125     | -0.046   | 0.382     | -0.89  | 0.374     |
| D3*F14XCFP*F14XCFP | 0.009       | 0.09      | 0.006    | 0.276     | 0.098  | 0.922     |
| D3*F14XCFP*F14XCFV | 0.092       | 0.138     | 0.04     | 0.3       | 0.672  | 0.502     |
| D3*F14XCFV*F14XCFV | -0.055      | 0.113     | -0.029   | 0.307     | -0.492 | 0.622     |
| D4*F14XCFP*F14XCFP | -0.164      | 0.121     | -0.072   | 0.371     | -1.35  | 0.177     |
| D4*F14XCFP*F14XCFV | 0.253       | 0.228     | 0.063    | 0.328     | 1.111  | 0.267     |
| D4*F14XCFV*F14XCFV | 0.148       | 0.222     | 0.04     | 0.282     | 0.666  | 0.506     |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.148        | -0.229    | -0.17  | -0.059 | 0.134          | -0.251 | 0.052          |
| Fit Curve          | 0.555        | -0.065    |        |        |                |        |                |
| Misfit Slope       | 0.622        | -0.111    |        |        |                |        |                |
| Misfit Curve       | <b>0.007</b> | 0.437     |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | 0.135        | 0.027     | -0.024 | 0.051  | 0.002          | -0.041 | 0.012          |
| Fit Curve          | 0.759        | -0.027    |        |        |                |        |                |
| Misfit Slope       | 0.883        | 0.145     |        |        |                |        |                |
| Misfit Curve       | <b>0.034</b> | 0.055     |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.259        | 0.011     | -0.106 | 0.117  | -0.005         | -0.041 | -0.059         |
| Fit Curve          | 0.832        | -0.105    |        |        |                |        |                |
| Misfit Slope       | 0.708        | -0.223    |        |        |                |        |                |
| Misfit Curve       | 0.107        | -0.023    |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.021</b> | 0.23      | 0.066  | 0.164  | 0.143          | -0.159 | -0.003         |
| Fit Curve          | 0.754        | -0.019    |        |        |                |        |                |
| Misfit Slope       | 0.961        | -0.098    |        |        |                |        |                |
| Misfit Curve       | 0.562        | 0.299     |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.158        | 0.145     | -0.119 | 0.264  | -0.03          | 0.002  | 0.2            |
| Fit Curve          | 0.224        | 0.172     |        |        |                |        |                |
| Misfit Slope       | 0.487        | -0.383    |        |        |                |        |                |
| Misfit Curve       | 0.534        | 0.168     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 78.581         | 29  | 2.71        | 1.988   | 0.000 |
| Residual   | 1230.658       | 903 | 1.363       |         |       |
| Hypothesis |                |     |             |         |       |

**Independent (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.397 Squared multiple R: 0.158

Adjusted squared multiple R: 0.131 Standard error of estimate: 0.908

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 5.722          | 0.158          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 4.791       | 0.179     | 0        |           | 26.734 | 0         |
| F11XCFP            | 0.554       | 0.112     | 0.854    | 0.031     | 4.951  | 0         |
| F11XCFV            | 0.482       | 0.097     | 0.784    | 0.037     | 4.967  | 0         |
| D1                 | 1.23        | 0.19      | 0.625    | 0.1       | 6.487  | 0         |
| D2                 | 1.196       | 0.232     | 0.393    | 0.16      | 5.152  | 0         |
| D3                 | 0.831       | 0.213     | 0.301    | 0.156     | 3.901  | 0         |
| D4                 | 0.874       | 0.297     | 0.229    | 0.154     | 2.938  | 0.003     |
| F11XCFP*F11XCFP    | 0.003       | 0.063     | 0.007    | 0.036     | 0.044  | 0.965     |
| F11XCFP*F11XCFV    | -0.173      | 0.085     | -0.472   | 0.017     | -2.044 | 0.041     |
| F11XCFV*F11XCFV    | -0.009      | 0.052     | -0.026   | 0.04      | -0.171 | 0.864     |
| D1*F11XCFP         | -0.516      | 0.117     | -0.589   | 0.053     | -4.423 | 0         |
| D1*F11XCFV         | -0.515      | 0.104     | -0.606   | 0.063     | -4.965 | 0         |
| D2*F11XCFP         | -0.751      | 0.138     | -0.442   | 0.141     | -5.424 | 0         |
| D2*F11XCFV         | -0.484      | 0.142     | -0.316   | 0.109     | -3.417 | 0.001     |
| D3*F11XCFP         | -0.631      | 0.128     | -0.369   | 0.166     | -4.932 | 0         |
| D3*F11XCFV         | -0.485      | 0.115     | -0.294   | 0.192     | -4.217 | 0         |
| D4*F11XCFP         | -0.401      | 0.177     | -0.191   | 0.132     | -2.267 | 0.024     |
| D4*F11XCFV         | -0.614      | 0.17      | -0.278   | 0.158     | -3.615 | 0         |
| D1*F11XCFP*F11XCFP | 0.023       | 0.066     | 0.049    | 0.048     | 0.348  | 0.728     |
| D1*F11XCFP*F11XCFV | 0.234       | 0.087     | 0.468    | 0.03      | 2.677  | 0.008     |
| D1*F11XCFV*F11XCFV | -0.009      | 0.055     | -0.022   | 0.05      | -0.162 | 0.871     |
| D2*F11XCFP*F11XCFP | 0.013       | 0.073     | 0.019    | 0.082     | 0.176  | 0.86      |
| D2*F11XCFP*F11XCFV | 0.143       | 0.096     | 0.178    | 0.065     | 1.491  | 0.136     |
| D2*F11XCFV*F11XCFV | -0.006      | 0.067     | -0.011   | 0.069     | -0.093 | 0.926     |
| D3*F11XCFP*F11XCFP | 0.036       | 0.072     | 0.049    | 0.101     | 0.504  | 0.614     |
| D3*F11XCFP*F11XCFV | 0.139       | 0.093     | 0.16     | 0.082     | 1.5    | 0.134     |
| D3*F11XCFV*F11XCFV | 0.052       | 0.062     | 0.074    | 0.118     | 0.829  | 0.407     |
| D4*F11XCFP*F11XCFP | 0.027       | 0.096     | 0.028    | 0.093     | 0.276  | 0.783     |
| D4*F11XCFP*F11XCFV | 0.198       | 0.128     | 0.167    | 0.079     | 1.544  | 0.123     |
| D4*F11XCFV*F11XCFV | 0.117       | 0.081     | 0.113    | 0.149     | 1.436  | 0.151     |

|                    | P            | Direction | X          | Y          | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|--------------------|--------------|-----------|------------|------------|----------------|----------|----------------|
| <b>JAPAN</b>       |              |           |            |            |                |          |                |
| Fit Slope          | <b>0</b>     | 1.036     | 0.554 ***  | 0.482 ***  | 0.003          | -0.173 * | -0.009         |
| Fit Curve          | <b>0.035</b> | -0.179    |            |            |                |          |                |
| Misfit Slope       | 0.644        | 0.072     |            |            |                |          |                |
| Misfit Curve       | 0.283        | 0.167     |            |            |                |          |                |
| <b>USA</b>         |              |           |            |            |                |          |                |
| Fit Slope          | <b>0</b>     | 0.005     | 0.038 ***  | -0.033 *** | 0.026          | 0.061 ** | -0.018         |
| Fit Curve          | <b>0.005</b> | 0.069     |            |            |                |          |                |
| Misfit Slope       | 0.995        | -0.959    |            |            |                |          |                |
| Misfit Curve       | 0.173        | -0.053    |            |            |                |          |                |
| <b>BRAZIL</b>      |              |           |            |            |                |          |                |
| Fit Slope          | <b>0</b>     | -0.199    | -0.197 *** | -0.002 **  | 0.016          | -0.03    | -0.015         |
| Fit Curve          | 0.13         | -0.029    |            |            |                |          |                |
| Misfit Slope       | 0.212        | -0.195    |            |            |                |          |                |
| Misfit Curve       | 0.447        | 0.031     |            |            |                |          |                |
| <b>GB</b>          |              |           |            |            |                |          |                |
| Fit Slope          | <b>0</b>     | -0.08     | -0.077 *** | -0.003 *** | 0.039          | -0.034   | 0.043          |
| Fit Curve          | <b>0.014</b> | 0.048     |            |            |                |          |                |
| Misfit Slope       | 0.434        | -0.074    |            |            |                |          |                |
| Misfit Curve       | 0.767        | 0.116     |            |            |                |          |                |
| <b>NETHERLANDS</b> |              |           |            |            |                |          |                |
| Fit Slope          | <b>0</b>     | 0.021     | 0.153 *    | -0.132 *** | 0.03           | 0.025    | 0.108          |
| Fit Curve          | <b>0.004</b> | 0.163     |            |            |                |          |                |
| Misfit Slope       | 0.452        | 0.285     |            |            |                |          |                |
| Misfit Curve       | 0.822        | 0.113     |            |            |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 139.204        | 29  | 4.8         | 5.828   | 0.000 |
| Residual   | 743.764        | 903 | 0.824       |         |       |

**Independent (IV) and Team Building (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.399 Squared multiple R: 0.159

Adjusted squared multiple R: 0.132 Standard error of estimate: 0.911

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 5.077          | 0.159          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 4.608       | 0.18      | 0        |           | 25.625 | 0.000     |
| F11XCFP            | 0.419       | 0.112     | 0.643    | 0.031     | 3.73   | 0         |
| F11XCFV            | 0.411       | 0.097     | 0.665    | 0.037     | 4.214  | 0         |
| D1                 | 1           | 0.19      | 0.506    | 0.1       | 5.255  | 0         |
| D2                 | 0.928       | 0.233     | 0.304    | 0.16      | 3.983  | 0         |
| D3                 | 0.701       | 0.214     | 0.253    | 0.156     | 3.281  | 0.001     |
| D4                 | 0.703       | 0.299     | 0.183    | 0.154     | 2.356  | 0.019     |
| F11XCFP*F11XCFP    | -0.062      | 0.063     | -0.158   | 0.036     | -0.976 | 0.329     |
| F11XCFP*F11XCFV    | -0.166      | 0.085     | -0.45    | 0.017     | -1.948 | 0.052     |
| F11XCFV*F11XCFV    | -0.037      | 0.052     | -0.11    | 0.04      | -0.72  | 0.472     |
| D1*F11XCFP         | -0.419      | 0.117     | -0.476   | 0.053     | -3.575 | 0         |
| D1*F11XCFV         | -0.451      | 0.104     | -0.529   | 0.063     | -4.338 | 0         |
| D2*F11XCFP         | -0.675      | 0.139     | -0.396   | 0.141     | -4.863 | 0         |
| D2*F11XCFV         | -0.341      | 0.142     | -0.222   | 0.109     | -2.401 | 0.017     |
| D3*F11XCFP         | -0.526      | 0.128     | -0.306   | 0.166     | -4.094 | 0         |
| D3*F11XCFV         | -0.41       | 0.115     | -0.248   | 0.192     | -3.55  | 0         |
| D4*F11XCFP         | -0.366      | 0.178     | -0.173   | 0.132     | -2.058 | 0.04      |
| D4*F11XCFV         | -0.543      | 0.171     | -0.245   | 0.158     | -3.185 | 0.001     |
| D1*F11XCFP*F11XCF  | 0.081       | 0.066     | 0.172    | 0.048     | 1.229  | 0.219     |
| D1*F11XCFV*F11XCF  | 0.232       | 0.088     | 0.463    | 0.03      | 2.649  | 0.008     |
| D1*F11XCFV*F11XCFV | 0.017       | 0.055     | 0.042    | 0.05      | 0.309  | 0.758     |
| D2*F11XCFP*F11XCF  | 0.038       | 0.074     | 0.055    | 0.082     | 0.518  | 0.605     |
| D2*F11XCFP*F11XCFV | 0.203       | 0.096     | 0.252    | 0.065     | 2.111  | 0.035     |
| D2*F11XCFV*F11XCF  | 0.037       | 0.067     | 0.064    | 0.069     | 0.547  | 0.585     |
| D3*F11XCFP*F11XCF  | 0.021       | 0.072     | 0.027    | 0.101     | 0.286  | 0.775     |
| D3*F11XCFP*F11XCFV | 0.243       | 0.093     | 0.278    | 0.082     | 2.61   | 0.009     |
| D3*F11XCFV*F11XCF  | 0.056       | 0.063     | 0.079    | 0.118     | 0.888  | 0.375     |
| D4*F11XCFP*F11XCF  | 0.075       | 0.096     | 0.078    | 0.093     | 0.779  | 0.436     |
| D4*F11XCFP*F11XCFV | 0.353       | 0.129     | 0.297    | 0.079     | 2.739  | 0.006     |
| D4*F11XCFV*F11XCF  | 0.001       | 0.082     | 0.001    | 0.149     | 0.018  | 0.985     |

|                    | P     | Direction | X          | Y         | X <sup>2</sup> | XY       | Y <sup>2</sup> |        |
|--------------------|-------|-----------|------------|-----------|----------------|----------|----------------|--------|
| <b>JAPAN</b>       |       |           |            |           |                |          |                |        |
| Fit Slope          | 0     | 0.83      | 0.419 ***  | 0.411 *** | -0.062         | -0.166   | -0.037         | 0.008  |
| Fit Curve          | 0.002 | -0.265    |            |           |                |          |                |        |
| Misfit Slope       | 0.958 | 0.008     |            |           |                |          |                |        |
| Misfit Curve       | 0.669 | 0.067     |            |           |                |          |                |        |
| <b>USA</b>         |       |           |            |           |                |          |                |        |
| Fit Slope          | 0     | -0.04     | 0 ***      | -0.04 *** | 0.019          | 0.066 ** | -0.02          | 0.04   |
| Fit Curve          | 0     | 0.065     |            |           |                |          |                |        |
| Misfit Slope       | 0.843 | -0.862    |            |           |                |          |                |        |
| Misfit Curve       | 0.407 | -0.067    |            |           |                |          |                |        |
| <b>BRAZIL</b>      |       |           |            |           |                |          |                |        |
| Fit Slope          | 0     | -0.186    | -0.256 *** | 0.07 *    | -0.024         | 0.037 *  | 0              | -0.326 |
| Fit Curve          | 0.005 | 0.013     |            |           |                |          |                |        |
| Misfit Slope       | 0.12  | -0.326    |            |           |                |          |                |        |
| Misfit Curve       | 0.476 | -0.061    |            |           |                |          |                |        |
| <b>GB</b>          |       |           |            |           |                |          |                |        |
| Fit Slope          | 0     | -0.106    | -0.107 *** | 0.001 *** | -0.041         | 0.077 ** | 0.019          | -0.108 |
| Fit Curve          | 0.001 | 0.055     |            |           |                |          |                |        |
| Misfit Slope       | 0.536 | -0.108    |            |           |                |          |                |        |
| Misfit Curve       | 0.336 | -0.099    |            |           |                |          |                |        |
| <b>NETHERLANDS</b> |       |           |            |           |                |          |                |        |
| Fit Slope          | 0     | -0.079    | 0.053 *    | -0.132 ** | 0.013          | 0.187 ** | -0.036         | 0.185  |
| Fit Curve          | 0     | 0.164     |            |           |                |          |                |        |
| Misfit Slope       | 0.533 | 0.185     |            |           |                |          |                |        |
| Misfit Curve       | 0.259 | -0.21     |            |           |                |          |                |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 141.52         | 29  | 4.88        | 5.883   | 0.000 |
| Residual   | 749.011        | 903 | 0.829       |         |       |
| Hypothesis |                |     |             |         |       |

10

**Independent (IV) and Performance Orientation (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.417 Squared multiple R: 0.174

Adjusted squared multiple R: 0.147 Standard error of estimate: 0.786

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.49           | 0.174          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.094       | 0.155     | 0        |           | 32.839 | 0         |
| F11XCFP            | 0.407       | 0.097     | 0.717    | 0.031     | 4.201  | 0         |
| F11XCFV            | 0.119       | 0.084     | 0.221    | 0.037     | 1.414  | 0.158     |
| D1                 | 0.83        | 0.164     | 0.483    | 0.1       | 5.057  | 0         |
| D2                 | 0.934       | 0.201     | 0.352    | 0.16      | 4.649  | 0         |
| D3                 | 0.487       | 0.184     | 0.202    | 0.156     | 2.641  | 0.008     |
| D4                 | 0.119       | 0.257     | 0.035    | 0.154     | 0.46   | 0.645     |
| F11XCFP*F11XCFP    | -0.017      | 0.054     | -0.05    | 0.036     | -0.315 | 0.753     |
| F11XCFP*F11XCFV    | -0.019      | 0.073     | -0.06    | 0.017     | -0.262 | 0.793     |
| F11XCFV*F11XCFV    | -0.092      | 0.045     | -0.311   | 0.04      | -2.051 | 0.041     |
| D1*F11XCFP         | -0.328      | 0.101     | -0.428   | 0.053     | -3.245 | 0.001     |
| D1*F11XCFV         | -0.157      | 0.09      | -0.212   | 0.063     | -1.749 | 0.081     |
| D2*F11XCFP         | -0.374      | 0.12      | -0.252   | 0.141     | -3.119 | 0.002     |
| D2*F11XCFV         | -0.093      | 0.123     | -0.07    | 0.109     | -0.759 | 0.448     |
| D3*F11XCFP         | -0.37       | 0.111     | -0.248   | 0.166     | -3.34  | 0.001     |
| D3*F11XCFV         | -0.105      | 0.1       | -0.073   | 0.192     | -1.059 | 0.29      |
| D4*F11XCFP         | -0.268      | 0.153     | -0.145   | 0.132     | -1.747 | 0.081     |
| D4*F11XCFV         | -0.324      | 0.147     | -0.168   | 0.158     | -2.204 | 0.028     |
| D1*F11XCFP*F11XCFP | 0.059       | 0.057     | 0.144    | 0.048     | 1.041  | 0.298     |
| D1*F11XCFP*F11XCFV | 0.041       | 0.076     | 0.094    | 0.03      | 0.545  | 0.586     |
| D1*F11XCFV*F11XCFV | 0.108       | 0.048     | 0.307    | 0.05      | 2.264  | 0.024     |
| D2*F11XCFP*F11XCFP | 0.022       | 0.063     | 0.037    | 0.082     | 0.347  | 0.729     |
| D2*F11XCFP*F11XCFV | 0.024       | 0.083     | 0.035    | 0.065     | 0.295  | 0.768     |
| D2*F11XCFV*F11XCFV | 0.099       | 0.058     | 0.198    | 0.069     | 1.718  | 0.086     |
| D3*F11XCFP*F11XCFP | 0.072       | 0.062     | 0.111    | 0.101     | 1.161  | 0.246     |
| D3*F11XCFP*F11XCFV | 0.012       | 0.08      | 0.016    | 0.082     | 0.149  | 0.882     |
| D3*F11XCFV*F11XCFV | 0.148       | 0.054     | 0.241    | 0.118     | 2.736  | 0.006     |
| D4*F11XCFP*F11XCFP | 0.1         | 0.083     | 0.119    | 0.093     | 1.196  | 0.232     |
| D4*F11XCFP*F11XCFV | 0.021       | 0.111     | 0.02     | 0.079     | 0.185  | 0.853     |
| D4*F11XCFV*F11XCFV | 0.197       | 0.07      | 0.219    | 0.149     | 2.795  | 0.005     |

| Country            | P            | Direction | Effect Size |          |                |        |                |
|--------------------|--------------|-----------|-------------|----------|----------------|--------|----------------|
|                    |              |           | X           | Y        | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| <b>JAPAN</b>       | <b>0</b>     | 0.526     | 0.407 ***   | 0.119    | -0.017         | -0.019 | -0.092         |
| Fit Slope          | 0            | 0.526     |             |          |                |        |                |
| Fit Curve          | 0.082        | -0.128    |             |          |                |        |                |
| Misfit Slope       | <b>0.032</b> | 0.288     |             |          |                |        |                |
| Misfit Curve       | 0.506        | -0.09     |             |          |                |        |                |
| <b>USA</b>         | <b>0</b>     | 0.041     | 0.079 **    | -0.038   | 0.042          | 0.022  | 0.016          |
| Fit Slope          | 0            | 0.041     |             |          |                |        |                |
| Fit Curve          | <b>0.006</b> | 0.08      |             |          |                |        |                |
| Misfit Slope       | 0.235        | -0.197    |             |          |                |        |                |
| Misfit Curve       | 0.367        | 0.036     |             |          |                |        |                |
| <b>BRAZIL</b>      | <b>0.003</b> | 0.059     | 0.033 **    | 0.026    | 0.005          | 0.005  | 0.007          |
| Fit Slope          | 0.089        | 0.017     |             |          |                |        |                |
| Fit Curve          | 0.13         | 0.007     |             |          |                |        |                |
| Misfit Slope       | 0.532        | 0.007     |             |          |                |        |                |
| Misfit Curve       |              |           |             |          |                |        |                |
| <b>GB</b>          | <b>0</b>     | 0.051     | 0.037 **    | 0.014    | 0.055          | -0.007 | 0.056          |
| Fit Slope          | 0            | 0.051     |             |          |                |        |                |
| Fit Curve          | <b>0.004</b> | 0.104     |             |          |                |        |                |
| Misfit Slope       | 0.102        | 0.023     |             |          |                |        |                |
| Misfit Curve       | 0.164        | 0.118     |             |          |                |        |                |
| <b>NETHERLANDS</b> | <b>0.001</b> | -0.066    | 0.139       | -0.205 * | 0.083          | 0.002  | 0.105          |
| Fit Slope          | 0.118        | 0.19      |             |          |                |        |                |
| Fit Curve          | <b>0.002</b> | 0.344     |             |          |                |        |                |
| Misfit Slope       | 0.818        | 0.186     |             |          |                |        |                |
| Misfit Curve       | 0.192        | 0.186     |             |          |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 117.226        | 29  | 4.042       | 6.55    | 0.000 |
| Residual   | 557.31         | 903 | 0.617       |         |       |
| Hypothesis |                |     |             |         |       |

**Independent (IV) and Encourager (DV)**

Dep Var: F07RAWFP N: 933 Multiple R: 0.349 Squared multiple R: 0.122

Adjusted squared multiple R: 0.094 Standard error of estimate: 1.167

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.622          | 0.122          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 4.153       | 0.23      | 0        |           | 18.029 | 0         |
| F11XCFP            | 0.373       | 0.144     | 0.456    | 0.031     | 2.592  | 0.01      |
| F11XCFV            | 0.518       | 0.125     | 0.669    | 0.037     | 4.152  | 0         |
| D1                 | 1.22        | 0.244     | 0.492    | 0.1       | 5.001  | 0         |
| D2                 | 1.146       | 0.298     | 0.299    | 0.16      | 3.838  | 0         |
| D3                 | 0.86        | 0.274     | 0.248    | 0.156     | 3.141  | 0.002     |
| D4                 | 1.04        | 0.382     | 0.216    | 0.154     | 2.721  | 0.007     |
| F11XCFP*F11XCFP    | 0.006       | 0.081     | 0.013    | 0.036     | 0.076  | 0.939     |
| F11XCFP*F11XCFV    | -0.214      | 0.109     | -0.464   | 0.017     | -1.965 | 0.05      |
| F11XCFV*F11XCFV    | 0.004       | 0.066     | 0.009    | 0.04      | 0.059  | 0.953     |
| D1*F11XCFP         | -0.46       | 0.15      | -0.417   | 0.053     | -3.065 | 0.002     |
| D1*F11XCFV         | -0.478      | 0.133     | -0.447   | 0.063     | -3.586 | 0         |
| D2*F11XCFP         | -0.825      | 0.178     | -0.386   | 0.141     | -4.636 | 0         |
| D2*F11XCFV         | -0.37       | 0.182     | -0.192   | 0.109     | -2.033 | 0.042     |
| D3*F11XCFP         | -0.503      | 0.165     | -0.234   | 0.166     | -3.058 | 0.002     |
| D3*F11XCFV         | -0.408      | 0.148     | -0.196   | 0.192     | -2.758 | 0.006     |
| D4*F11XCFP         | -0.373      | 0.228     | -0.14    | 0.132     | -1.637 | 0.102     |
| D4*F11XCFV         | -0.547      | 0.218     | -0.196   | 0.158     | -2.502 | 0.013     |
| D1*F11XCFP*F11XCF  | 0.038       | 0.084     | 0.064    | 0.048     | 0.446  | 0.656     |
| D1*F11XCFP*F11XCFV | 0.255       | 0.112     | 0.406    | 0.03      | 2.271  | 0.023     |
| D1*F11XCFV*F11XCF  | -0.022      | 0.071     | -0.044   | 0.05      | -0.314 | 0.754     |
| D2*F11XCFP*F11XCF  | -0.053      | 0.094     | -0.061   | 0.082     | -0.563 | 0.574     |
| D2*F11XCFP*F11XCFV | 0.205       | 0.123     | 0.204    | 0.065     | 1.667  | 0.096     |
| D2*F11XCFV*F11XCF  | 0.02        | 0.086     | 0.028    | 0.069     | 0.232  | 0.817     |
| D3*F11XCFP*F11XCF  | 0.003       | 0.092     | 0.004    | 0.101     | 0.036  | 0.971     |
| D3*F11XCFP*F11XCFV | 0.235       | 0.119     | 0.214    | 0.082     | 1.971  | 0.049     |
| D3*F11XCFV*F11XCF  | 0.018       | 0.08      | 0.02     | 0.118     | 0.22   | 0.826     |
| D4*F11XCFP*F11XCF  | 0.046       | 0.124     | 0.038    | 0.093     | 0.376  | 0.707     |
| D4*F11XCFP*F11XCFV | 0.24        | 0.165     | 0.161    | 0.079     | 1.453  | 0.147     |
| D4*F11XCFV*F11XCF  | 0.041       | 0.105     | 0.031    | 0.149     | 0.389  | 0.697     |

| JAPAN              | P     | Direction | X          | Y         | X <sup>2</sup> | XY      | Y <sup>2</sup> |
|--------------------|-------|-----------|------------|-----------|----------------|---------|----------------|
|                    |       |           |            |           |                |         |                |
| Fit Slope          | 0     | 0.891     | 0.373 *    | 0.518 *** | 0.006          | -0.214  | 0.004          |
| Fit Curve          | 0.062 | -0.204    |            |           |                |         |                |
| Misfit Slope       | 0.465 | -0.145    |            |           |                |         |                |
| Misfit Curve       | 0.263 | 0.224     |            |           |                |         |                |
| <b>USA</b>         |       |           |            |           |                |         |                |
| Fit Slope          | 0     | -0.047    | -0.087 **  | 0.04 ***  | 0.044          | 0.041 * | -0.018         |
| Fit Curve          | 0.017 | 0.067     |            |           |                |         |                |
| Misfit Slope       | 0.931 | -1.083    |            |           |                |         |                |
| Misfit Curve       | 0.248 | -0.015    |            |           |                |         |                |
| <b>BRAZIL</b>      |       |           |            |           |                |         |                |
| Fit Slope          | 0     | -0.304    | -0.452 *** | 0.148 *   | -0.047         | -0.009  | 0.024          |
| Fit Curve          | 0.176 | -0.032    |            |           |                |         |                |
| Misfit Slope       | 0.098 | -0.6      |            |           |                |         |                |
| Misfit Curve       | 0.3   | -0.014    |            |           |                |         |                |
| <b>GB</b>          |       |           |            |           |                |         |                |
| Fit Slope          | 0     | -0.02     | -0.13 **   | 0.11 **   | 0.009          | 0.021 * | 0.022          |
| Fit Curve          | 0.031 | 0.052     |            |           |                |         |                |
| Misfit Slope       | 0.692 | -0.24     |            |           |                |         |                |
| Misfit Curve       | 0.335 | 0.01      |            |           |                |         |                |
| <b>NETHERLANDS</b> |       |           |            |           |                |         |                |
| Fit Slope          | 0     | -0.029    | 0          | -0.029 *  | 0.052          | 0.026   | 0.045          |
| Fit Curve          | 0.032 | 0.123     |            |           |                |         |                |
| Misfit Slope       | 0.633 | 0.029     |            |           |                |         |                |
| Misfit Curve       | 0.626 | 0.071     |            |           |                |         |                |

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Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 170.8          | 29  | 5.89        | 4.327   | 0.000 |
| Residual   | 1229.026       | 903 | 1.361       |         |       |

**Independent (IV) and Loner (DV)**

Dep Var: F08RAWFP N: 933 Multiple R: 0.369 Squared multiple R: 0.136

Adjusted squared multiple R: 0.108 Standard error of estimate: 1.119

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.461          | 0.136          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 3.19        | 0.221     | 0        |           | 14.433 | 0.000     |
| F11XCFP            | -0.453      | 0.138     | -0.573   | 0.031     | -3.283 | 0.001     |
| F11XCFV            | -0.369      | 0.12      | -0.492   | 0.037     | -3.079 | 0.002     |
| D1                 | -1.053      | 0.234     | -0.439   | 0.1       | -4.503 | 0         |
| D2                 | -0.77       | 0.286     | -0.208   | 0.16      | -2.688 | 0.007     |
| D3                 | -0.77       | 0.263     | -0.229   | 0.156     | -2.932 | 0.003     |
| D4                 | -1.204      | 0.367     | -0.259   | 0.154     | -3.282 | 0.001     |
| F11XCFP*F11XCFP    | -0.067      | 0.078     | -0.141   | 0.036     | -0.863 | 0.388     |
| F11XCFP*F11XCFV    | 0.291       | 0.105     | 0.652    | 0.017     | 2.785  | 0.005     |
| F11XCFV*F11XCFV    | -0.046      | 0.064     | -0.113   | 0.04      | -0.726 | 0.468     |
| D1*F11XCFP         | 0.575       | 0.144     | 0.539    | 0.053     | 3.998  | 0         |
| D1*F11XCFV         | 0.433       | 0.128     | 0.419    | 0.063     | 3.384  | 0.001     |
| D2*F11XCFP         | 0.796       | 0.171     | 0.385    | 0.141     | 4.662  | 0         |
| D2*F11XCFV         | 0.385       | 0.175     | 0.207    | 0.109     | 2.208  | 0.028     |
| D3*F11XCFP         | 0.721       | 0.158     | 0.346    | 0.166     | 4.565  | 0         |
| D3*F11XCFV         | 0.324       | 0.142     | 0.161    | 0.192     | 2.282  | 0.023     |
| D4*F11XCFP         | 0.315       | 0.218     | 0.123    | 0.132     | 1.444  | 0.149     |
| D4*F11XCFV         | 0.448       | 0.21      | 0.167    | 0.158     | 2.139  | 0.033     |
| D1*F11XCFP*F11XCF  | 0.068       | 0.081     | 0.119    | 0.048     | 0.838  | 0.402     |
| D1*F11XCFP*F11XCFV | -0.349      | 0.108     | -0.574   | 0.03      | -3.241 | 0.001     |
| D1*F11XCFV*F11XCF  | 0.079       | 0.068     | 0.161    | 0.05      | 1.162  | 0.246     |
| D2*F11XCFP*F11XCF  | 0.081       | 0.09      | 0.097    | 0.082     | 0.895  | 0.371     |
| D2*F11XCFP*F11XCFV | -0.302      | 0.118     | -0.311   | 0.065     | -2.562 | 0.011     |
| D2*F11XCFV*F11XCF  | 0.07        | 0.082     | 0.1      | 0.069     | 0.852  | 0.394     |
| D3*F11XCFP*F11XCF  | 0.135       | 0.089     | 0.148    | 0.101     | 1.524  | 0.128     |
| D3*F11XCFP*F11XCFV | -0.381      | 0.114     | -0.359   | 0.082     | -3.331 | 0.001     |
| D3*F11XCFV*F11XCF  | 0.028       | 0.077     | 0.032    | 0.118     | 0.358  | 0.721     |
| D4*F11XCFP*F11XCF  | 0.171       | 0.119     | 0.146    | 0.093     | 1.439  | 0.151     |
| D4*F11XCFP*F11XCFV | -0.569      | 0.158     | -0.394   | 0.079     | -3.591 | 0         |
| D4*F11XCFV*F11XCF  | 0.219       | 0.1       | 0.175    | 0.149     | 2.184  | 0.029     |

|                    |       | Effect Size |           |           |                |            |                |
|--------------------|-------|-------------|-----------|-----------|----------------|------------|----------------|
|                    | P     | Direction   | X         | Y         | X <sup>2</sup> | XY         | Y <sup>2</sup> |
| <b>JAPAN</b>       |       |             |           |           |                |            |                |
| Fit Slope          | 0     | -0.822      | -0.453 ** | -0.369 ** | -0.067         | 0.291 **   | -0.046         |
| Fit Curve          | 0.09  | 0.178       |           |           |                |            |                |
| Misfit Slope       | 0.659 | -0.084      |           |           |                |            |                |
| Misfit Curve       | 0.035 | -0.404      |           |           |                |            |                |
| <b>USA</b>         |       |             |           |           |                |            |                |
| Fit Slope          | 0     | 0.186       | 0.122 *** | 0.064 **  | 0.001          | -0.058 **  | 0.033          |
| Fit Curve          | 0.062 | -0.024      |           |           |                |            |                |
| Misfit Slope       | 0.487 | 0.924       |           |           |                |            |                |
| Misfit Curve       | 0.013 | 0.092       |           |           |                |            |                |
| <b>BRAZIL</b>      |       |             |           |           |                |            |                |
| Fit Slope          | 0     | 0.359       | 0.343 *** | 0.016 *   | 0.014          | -0.011 *   | 0.024          |
| Fit Curve          | 0.214 | 0.027       |           |           |                |            |                |
| Misfit Slope       | 0.12  | 0.327       |           |           |                |            |                |
| Misfit Curve       | 0.04  | 0.049       |           |           |                |            |                |
| <b>GB</b>          |       |             |           |           |                |            |                |
| Fit Slope          | 0     | 0.223       | 0.268 *** | -0.045 *  | 0.068          | -0.09 **   | -0.018         |
| Fit Curve          | 0.055 | -0.04       |           |           |                |            |                |
| Misfit Slope       | 0.085 | 0.313       |           |           |                |            |                |
| Misfit Curve       | 0.011 | 0.14        |           |           |                |            |                |
| <b>NETHERLANDS</b> |       |             |           |           |                |            |                |
| Fit Slope          | 0.002 | -0.059      | -0.138    | 0.079 *   | 0.104          | -0.278 *** | 0.173          |
| Fit Curve          | 0.219 | -0.001      |           |           |                |            |                |
| Misfit Slope       | 0.704 | -0.217      |           |           |                |            |                |
| Misfit Curve       | 0.001 | 0.555       |           |           |                |            |                |

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Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 178.247        | 29  | 6.146       | 4.907   | 0.000 |
| Residual   | 1130.992       | 903 | 1.252       |         |       |
| Hypothesis |                |     |             |         |       |

Appendix AT – Coefficients for tests that did not support Hypothesis 1

**Independent (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.392 Squared multiple R: 0.154

Adjusted squared multiple R: 0.127 Standard error of estimate: 1.070

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 6.802          | 0.154          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 3.644       | 0.211     | 0        |           | 17.249 | 0         |
| F11XCFP            | -0.361      | 0.132     | -0.474   | 0.031     | -2.741 | 0.006     |
| F11XCFV            | -0.427      | 0.114     | -0.59    | 0.037     | -3.728 | 0         |
| D1                 | -1.412      | 0.224     | -0.61    | 0.1       | -6.314 | 0         |
| D2                 | -0.489      | 0.274     | -0.137   | 0.16      | -1.785 | 0.075     |
| D3                 | -1.114      | 0.251     | -0.343   | 0.156     | -4.434 | 0         |
| D4                 | -0.823      | 0.351     | -0.183   | 0.154     | -2.346 | 0.019     |
| F11XCFP*F11XCFP    | -0.016      | 0.074     | -0.035   | 0.036     | -0.214 | 0.831     |
| F11XCFP*F11XCFV    | 0.171       | 0.1       | 0.395    | 0.017     | 1.707  | 0.088     |
| F11XCFV*F11XCFV    | -0.034      | 0.061     | -0.087   | 0.04      | -0.564 | 0.573     |
| D1*F11XCFP         | 0.351       | 0.138     | 0.341    | 0.053     | 2.554  | 0.011     |
| D1*F11XCFV         | 0.447       | 0.122     | 0.448    | 0.063     | 3.66   | 0         |
| D2*F11XCFP         | 0.641       | 0.163     | 0.321    | 0.141     | 3.926  | 0         |
| D2*F11XCFV         | 0.256       | 0.167     | 0.142    | 0.109     | 1.534  | 0.125     |
| D3*F11XCFP         | 0.479       | 0.151     | 0.238    | 0.166     | 3.172  | 0.002     |
| D3*F11XCFV         | 0.362       | 0.136     | 0.187    | 0.192     | 2.673  | 0.008     |
| D4*F11XCFP         | 0.174       | 0.209     | 0.07     | 0.132     | 0.831  | 0.406     |
| D4*F11XCFV         | 0.53        | 0.2       | 0.204    | 0.158     | 2.645  | 0.008     |
| D1*F11XCFP*F11XCF  | -0.008      | 0.077     | -0.014   | 0.048     | -0.103 | 0.918     |
| D1*F11XCFP*F11XCFV | -0.17       | 0.103     | -0.29    | 0.03      | -1.654 | 0.098     |
| D1*F11XCFV*F11XCF  | 0.049       | 0.065     | 0.104    | 0.05      | 0.757  | 0.449     |
| D2*F11XCFP*F11XCF  | 0.074       | 0.086     | 0.092    | 0.082     | 0.855  | 0.393     |
| D2*F11XCFP*F11XCFV | -0.11       | 0.113     | -0.117   | 0.065     | -0.972 | 0.331     |
| D2*F11XCFV*F11XCF  | -0.054      | 0.079     | -0.079   | 0.069     | -0.682 | 0.496     |
| D3*F11XCFP*F11XCF  | 0.019       | 0.085     | 0.021    | 0.101     | 0.222  | 0.824     |
| D3*F11XCFP*F11XCFV | -0.183      | 0.109     | -0.178   | 0.082     | -1.672 | 0.095     |
| D3*F11XCFV*F11XCF  | -0.007      | 0.073     | -0.009   | 0.118     | -0.098 | 0.922     |
| D4*F11XCFP*F11XCF  | 0.165       | 0.113     | 0.146    | 0.093     | 1.454  | 0.146     |
| D4*F11XCFP*F11XCFV | -0.314      | 0.151     | -0.225   | 0.079     | -2.074 | 0.038     |
| D4*F11XCFV*F11XCF  | 0.02        | 0.096     | 0.016    | 0.149     | 0.205  | 0.838     |

|                    | P     | Direction | X         | Y          | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|--------------------|-------|-----------|-----------|------------|----------------|----------|----------------|
|                    |       |           |           |            |                |          |                |
| <b>JAPAN</b>       |       |           |           |            |                |          |                |
| Fit Slope          | 0     | -0.788    | -0.361 ** | -0.427 *** | -0.016         | 0.171    | -0.034         |
| Fit Curve          | 0.23  | 0.121     |           |            |                |          |                |
| Misfit Slope       | 0.72  | 0.066     |           |            |                |          |                |
| Misfit Curve       | 0.229 | -0.221    |           |            |                |          |                |
| <b>USA</b>         |       |           |           |            |                |          |                |
| Fit Slope          | 0     | 0.01      | -0.01 *   | 0.02 ***   | -0.024         | 0.001    | 0.015          |
| Fit Curve          | 0.212 | -0.008    |           |            |                |          |                |
| Misfit Slope       | 0.622 | 0.864     |           |            |                |          |                |
| Misfit Curve       | 0.266 | -0.01     |           |            |                |          |                |
| <b>BRAZIL</b>      |       |           |           |            |                |          |                |
| Fit Slope          | 0     | 0.109     | 0.28 ***  | -0.171     | 0.058          | 0.061    | -0.088         |
| Fit Curve          | 0.443 | 0.031     |           |            |                |          |                |
| Misfit Slope       | 0.127 | 0.451     |           |            |                |          |                |
| Misfit Curve       | 0.538 | -0.091    |           |            |                |          |                |
| <b>GB</b>          |       |           |           |            |                |          |                |
| Fit Slope          | 0     | 0.053     | 0.118 **  | -0.065 **  | 0.003          | -0.012   | -0.041         |
| Fit Curve          | 0.116 | -0.05     |           |            |                |          |                |
| Misfit Slope       | 0.598 | 0.183     |           |            |                |          |                |
| Misfit Curve       | 0.34  | -0.026    |           |            |                |          |                |
| <b>NETHERLANDS</b> |       |           |           |            |                |          |                |
| Fit Slope          | 0.003 | -0.084    | -0.187    | 0.103 **   | 0.149          | -0.143 * | -0.014         |
| Fit Curve          | 0.352 | -0.008    |           |            |                |          |                |
| Misfit Slope       | 0.286 | -0.29     |           |            |                |          |                |
| Misfit Curve       | 0.083 | 0.278     |           |            |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 188.036        | 29  | 6.484       | 5.664   | 0.000 |
| Residual   | 1033.775       | 903 | 1.145       |         |       |
| Hypothesis |                |     |             |         |       |

6



**Independent (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.398 Squared multiple R: 0.158

Adjusted squared multiple R: 0.131 Standard error of estimate: 1.224

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.988          | 0.158          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 3.698       | 0.242     | 0        |           | 15.296 | 0         |
| F11XCFP            | -0.561      | 0.151     | -0.641   | 0.031     | -3.72  | 0         |
| F11XCFV            | -0.487      | 0.131     | -0.586   | 0.037     | -3.716 | 0         |
| D1                 | -1.518      | 0.256     | -0.571   | 0.1       | -5.93  | 0         |
| D2                 | -0.224      | 0.313     | -0.055   | 0.16      | -0.717 | 0.474     |
| D3                 | -1.154      | 0.287     | -0.31    | 0.156     | -4.016 | 0         |
| D4                 | -1.261      | 0.401     | -0.244   | 0.154     | -3.141 | 0.002     |
| F11XCFP*F11XCFP    | -0.032      | 0.085     | -0.061   | 0.036     | -0.376 | 0.707     |
| F11XCFP*F11XCFV    | 0.203       | 0.114     | 0.41     | 0.017     | 1.777  | 0.076     |
| F11XCFV*F11XCFV    | -0.093      | 0.07      | -0.204   | 0.04      | -1.329 | 0.184     |
| D1*F11XCFP         | 0.671       | 0.157     | 0.568    | 0.053     | 4.265  | 0         |
| D1*F11XCFV         | 0.546       | 0.14      | 0.476    | 0.063     | 3.901  | 0         |
| D2*F11XCFP         | 0.836       | 0.187     | 0.365    | 0.141     | 4.479  | 0         |
| D2*F11XCFV         | 0.541       | 0.191     | 0.262    | 0.109     | 2.835  | 0.005     |
| D3*F11XCFP         | 0.888       | 0.173     | 0.385    | 0.166     | 5.141  | 0         |
| D3*F11XCFV         | 0.493       | 0.155     | 0.221    | 0.192     | 3.174  | 0.002     |
| D4*F11XCFP         | 0.437       | 0.239     | 0.154    | 0.132     | 1.829  | 0.068     |
| D4*F11XCFV         | 0.499       | 0.229     | 0.167    | 0.158     | 2.175  | 0.03      |
| D1*F11XCFP*F11XCF  | 0.013       | 0.089     | 0.02     | 0.048     | 0.146  | 0.884     |
| D1*F11XCFP*F11XCFV | -0.259      | 0.118     | -0.385   | 0.03      | -2.201 | 0.028     |
| D1*F11XCFV*F11XCF  | 0.182       | 0.074     | 0.337    | 0.05      | 2.457  | 0.014     |
| D2*F11XCFP*F11XCF  | -0.051      | 0.099     | -0.056   | 0.082     | -0.521 | 0.603     |
| D2*F11XCFP*F11XCFV | -0.139      | 0.129     | -0.129   | 0.065     | -1.079 | 0.281     |
| D2*F11XCFV*F11XCF  | 0.101       | 0.09      | 0.131    | 0.069     | 1.126  | 0.26      |
| D3*F11XCFP*F11XCF  | 0.027       | 0.097     | 0.027    | 0.101     | 0.278  | 0.781     |
| D3*F11XCFP*F11XCFV | -0.171      | 0.125     | -0.145   | 0.082     | -1.367 | 0.172     |
| D3*F11XCFV*F11XCF  | 0.102       | 0.084     | 0.108    | 0.118     | 1.217  | 0.224     |
| D4*F11XCFP*F11XCF  | 0.167       | 0.13      | 0.129    | 0.093     | 1.287  | 0.198     |
| D4*F11XCFP*F11XCFV | -0.323      | 0.173     | -0.202   | 0.079     | -1.864 | 0.063     |
| D4*F11XCFV*F11XCF  | 0.055       | 0.11      | 0.04     | 0.149     | 0.506  | 0.613     |

|                    | P     | Direction | X          | Y          | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|--------------------|-------|-----------|------------|------------|----------------|----------|----------------|
| <b>JAPAN</b>       |       |           |            |            |                |          |                |
| Fit Slope          | 0     | -1.048    | -0.561 *** | -0.487 *** | -0.032         | 0.203    | -0.093         |
| Fit Curve          | 0.493 | 0.078     |            |            |                |          |                |
| Misfit Slope       | 0.721 | -0.074    |            |            |                |          |                |
| Misfit Curve       | 0.119 | -0.328    |            |            |                |          |                |
| <b>USA</b>         |       |           |            |            |                |          |                |
| Fit Slope          | 0     | 0.169     | 0.11 ***   | 0.059 ***  | -0.019         | -0.056 * | 0.089          |
| Fit Curve          | 0.588 | 0.014     |            |            |                |          |                |
| Misfit Slope       | 0.575 | 1.143     |            |            |                |          |                |
| Misfit Curve       | 0.037 | 0.126     |            |            |                |          |                |
| <b>BRAZIL</b>      |       |           |            |            |                |          |                |
| Fit Slope          | 0     | 0.329     | 0.275 ***  | 0.054 **   | -0.083         | 0.064    | 0.008          |
| Fit Curve          | 0.502 | -0.011    |            |            |                |          |                |
| Misfit Slope       | 0.307 | 0.221     |            |            |                |          |                |
| Misfit Curve       | 0.434 | -0.139    |            |            |                |          |                |
| <b>GB</b>          |       |           |            |            |                |          |                |
| Fit Slope          | 0     | 0.333     | 0.327 ***  | 0.006 **   | -0.005         | 0.032    | 0.009          |
| Fit Curve          | 0.738 | 0.036     |            |            |                |          |                |
| Misfit Slope       | 0.118 | 0.321     |            |            |                |          |                |
| Misfit Curve       | 0.198 | -0.028    |            |            |                |          |                |
| <b>NETHERLANDS</b> |       |           |            |            |                |          |                |
| Fit Slope          | 0.001 | -0.112    | -0.124     | 0.012 *    | 0.135          | -0.12    | -0.038         |
| Fit Curve          | 0.528 | -0.023    |            |            |                |          |                |
| Misfit Slope       | 0.872 | -0.136    |            |            |                |          |                |
| Misfit Curve       | 0.098 | 0.217     |            |            |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 254.631        | 29  | 8.78        | 5.857   | 0.000 |
| Residual   | 1353.75        | 903 | 1.499       |         |       |

7

**Independent (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.359 Squared multiple R: 0.129

Adjusted squared multiple R: 0.101 Standard error of estimate: 1.299

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.167          | 0.129          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 3.907       | 0.257     | 0        |           | 15.227 | 0         |
| F11XCFP            | -0.279      | 0.16      | -0.306   | 0.031     | -1.743 | 0.082     |
| F11XCFV            | -0.502      | 0.139     | -0.58    | 0.037     | -3.612 | 0         |
| D1                 | -1.588      | 0.272     | -0.573   | 0.1       | -5.847 | 0         |
| D2                 | -0.86       | 0.332     | -0.201   | 0.16      | -2.587 | 0.01      |
| D3                 | -1.223      | 0.305     | -0.315   | 0.156     | -4.008 | 0         |
| D4                 | -0.938      | 0.426     | -0.174   | 0.154     | -2.203 | 0.028     |
| F11XCFP*F11XCFP    | -0.074      | 0.09      | -0.134   | 0.036     | -0.817 | 0.414     |
| F11XCFP*F11XCFV    | 0.271       | 0.121     | 0.524    | 0.017     | 2.231  | 0.026     |
| F11XCFV*F11XCFV    | -0.088      | 0.074     | -0.186   | 0.04      | -1.192 | 0.234     |
| D1*F11XCFP         | 0.405       | 0.167     | 0.329    | 0.053     | 2.425  | 0.016     |
| D1*F11XCFV         | 0.45        | 0.148     | 0.376    | 0.063     | 3.031  | 0.003     |
| D2*F11XCFP         | 0.807       | 0.198     | 0.337    | 0.141     | 4.07   | 0         |
| D2*F11XCFV         | 0.253       | 0.203     | 0.118    | 0.109     | 1.251  | 0.211     |
| D3*F11XCFP         | 0.501       | 0.183     | 0.208    | 0.166     | 2.736  | 0.006     |
| D3*F11XCFV         | 0.422       | 0.165     | 0.182    | 0.192     | 2.562  | 0.011     |
| D4*F11XCFP         | -0.011      | 0.254     | -0.004   | 0.132     | -0.045 | 0.964     |
| D4*F11XCFV         | 0.421       | 0.243     | 0.135    | 0.158     | 1.731  | 0.084     |
| D1*F11XCFP*F11XCF  | 0.046       | 0.094     | 0.07     | 0.048     | 0.489  | 0.625     |
| D1*F11XCFP*F11XCFV | -0.298      | 0.125     | -0.424   | 0.03      | -2.385 | 0.017     |
| D1*F11XCFV*F11XCF  | 0.105       | 0.079     | 0.186    | 0.05      | 1.334  | 0.182     |
| D2*F11XCFP*F11XCF  | 0.091       | 0.105     | 0.094    | 0.082     | 0.864  | 0.388     |
| D2*F11XCFP*F11XCFV | -0.225      | 0.137     | -0.2     | 0.065     | -1.645 | 0.1       |
| D2*F11XCFV*F11XCF  | -0.023      | 0.095     | -0.028   | 0.069     | -0.238 | 0.812     |
| D3*F11XCFP*F11XCF  | 0.02        | 0.103     | 0.019    | 0.101     | 0.195  | 0.845     |
| D3*F11XCFP*F11XCFV | -0.207      | 0.133     | -0.169   | 0.082     | -1.556 | 0.12      |
| D3*F11XCFV*F11XCF  | 0.086       | 0.089     | 0.087    | 0.118     | 0.966  | 0.334     |
| D4*F11XCFP*F11XCF  | 0.189       | 0.138     | 0.14     | 0.093     | 1.375  | 0.169     |
| D4*F11XCFP*F11XCFV | -0.428      | 0.184     | -0.256   | 0.079     | -2.325 | 0.02      |
| D4*F11XCFV*F11XCF  | 0.15        | 0.116     | 0.103    | 0.149     | 1.284  | 0.199     |

| JAPAN              | P     | Direction | X         | Y          | X <sup>2</sup> | XY       | Y <sup>2</sup> | Effect Size |
|--------------------|-------|-----------|-----------|------------|----------------|----------|----------------|-------------|
|                    |       |           |           |            |                |          |                | P           |
| Fit Slope          | 0     | -0.781    | -0.279    | -0.502 *** | -0.074         | 0.271 *  | -0.088         |             |
| Fit Curve          | 0.37  | 0.109     |           |            |                |          |                |             |
| Misfit Slope       | 0.314 | 0.223     |           |            |                |          |                |             |
| Misfit Curve       | 0.053 | -0.433    |           |            |                |          |                |             |
| <b>USA</b>         |       |           |           |            |                |          |                |             |
| Fit Slope          | 0     | 0.074     | 0.126 *   | -0.052 **  | -0.028         | -0.027 * | 0.017          |             |
| Fit Curve          | 0.242 | -0.038    |           |            |                |          |                |             |
| Misfit Slope       | 0.85  | 1.078     |           |            |                |          |                |             |
| Misfit Curve       | 0.052 | 0.016     |           |            |                |          |                |             |
| <b>BRAZIL</b>      |       |           |           |            |                |          |                |             |
| Fit Slope          | 0     | 0.279     | 0.528 *** | -0.249     | 0.017          | 0.046    | -0.111         |             |
| Fit Curve          | 0.266 | -0.048    |           |            |                |          |                |             |
| Misfit Slope       | 0.071 | 0.777     |           |            |                |          |                |             |
| Misfit Curve       | 0.252 | -0.14     |           |            |                |          |                |             |
| <b>GB</b>          |       |           |           |            |                |          |                |             |
| Fit Slope          | 0     | 0.142     | 0.222 **  | -0.08 *    | -0.054         | 0.064    | -0.002         |             |
| Fit Curve          | 0.448 | 0.008     |           |            |                |          |                |             |
| Misfit Slope       | 0.767 | 0.302     |           |            |                |          |                |             |
| Misfit Curve       | 0.206 | -0.12     |           |            |                |          |                |             |
| <b>NETHERLANDS</b> |       |           |           |            |                |          |                |             |
| Fit Slope          | 0.154 | -0.371    | -0.29     | -0.081     | 0.115          | -0.157 * | 0.062          |             |
| Fit Curve          | 0.6   | 0.02      |           |            |                |          |                |             |
| Misfit Slope       | 0.287 | -0.209    |           |            |                |          |                |             |
| Misfit Curve       | 0.028 | 0.334     |           |            |                |          |                |             |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 225.391        | 29  | 7.772       | 4.603   | 0.000 |
| Residual   | 1524.628       | 903 | 1.688       |         |       |

Hypothesis

8

**Socially aware (IV) and Micro Manager (DV)**

Dep Var: F15RAWFP N: 933 Multiple R: 0.294 Squared multiple R: 0.087

Adjusted squared multiple R: 0.057 Standard error of estimate: 1.331

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.778       | 0.226     | 0        |           | 12.31  | 0         |
| F17XCFP            | -0.138      | 0.126     | -0.148   | 0.055     | -1.091 | 0.276     |
| F17XCFV            | 0.447       | 0.16      | 0.434    | 0.042     | 2.791  | 0.005     |
| D1                 | -0.374      | 0.242     | -0.135   | 0.132     | -1.544 | 0.123     |
| D2                 | 0.148       | 0.301     | 0.035    | 0.205     | 0.494  | 0.622     |
| D3                 | -0.162      | 0.288     | -0.042   | 0.183     | -0.56  | 0.575     |
| D4                 | -0.13       | 0.319     | -0.024   | 0.288     | -0.408 | 0.683     |
| F17XCFP*F17XCFP    | 0.055       | 0.066     | 0.095    | 0.079     | 0.841  | 0.4       |
| F17XCFP*F17XCFV    | -0.25       | 0.067     | -0.4     | 0.087     | -3.715 | 0         |
| F17XCFV*F17XCFV    | 0.28        | 0.086     | 0.46     | 0.051     | 3.261  | 0.001     |
| D1*F17XCFP         | 0.167       | 0.136     | 0.138    | 0.079     | 1.223  | 0.222     |
| D1*F17XCFV         | -0.477      | 0.17      | -0.351   | 0.064     | -2.801 | 0.005     |
| D2*F17XCFP         | 0.138       | 0.171     | 0.044    | 0.339     | 0.807  | 0.42      |
| D2*F17XCFV         | -0.75       | 0.216     | -0.24    | 0.212     | -3.469 | 0.001     |
| D3*F17XCFP         | 0.16        | 0.164     | 0.065    | 0.228     | 0.98   | 0.327     |
| D3*F17XCFV         | -0.311      | 0.201     | -0.119   | 0.171     | -1.548 | 0.122     |
| D4*F17XCFP         | 0.491       | 0.186     | 0.13     | 0.418     | 2.637  | 0.008     |
| D4*F17XCFV         | -0.589      | 0.237     | -0.142   | 0.309     | -2.484 | 0.013     |
| D1*F17XCFP*F17XCFP | -0.08       | 0.072     | -0.124   | 0.081     | -1.116 | 0.265     |
| D1*F17XCFP*F17XCFV | 0.268       | 0.077     | 0.334    | 0.109     | 3.476  | 0.001     |
| D1*F17XCFV*F17XCFV | -0.301      | 0.092     | -0.418   | 0.062     | -3.285 | 0.001     |
| D2*F17XCFP*F17XCFP | -0.146      | 0.097     | -0.091   | 0.277     | -1.503 | 0.133     |
| D2*F17XCFP*F17XCFV | 0.237       | 0.118     | 0.102    | 0.395     | 2.014  | 0.044     |
| D2*F17XCFV*F17XCFV | -0.341      | 0.123     | -0.226   | 0.153     | -2.778 | 0.006     |
| D3*F17XCFP*F17XCFP | -0.014      | 0.094     | -0.012   | 0.161     | -0.15  | 0.881     |
| D3*F17XCFP*F17XCFV | 0.216       | 0.111     | 0.143    | 0.186     | 1.947  | 0.052     |
| D3*F17XCFV*F17XCFV | -0.245      | 0.113     | -0.194   | 0.126     | -2.163 | 0.031     |
| D4*F17XCFP*F17XCFP | -0.049      | 0.096     | -0.03    | 0.3       | -0.51  | 0.61      |
| D4*F17XCFP*F17XCFV | 0.368       | 0.117     | 0.148    | 0.454     | 3.147  | 0.002     |
| D4*F17XCFV*F17XCFV | -0.258      | 0.128     | -0.136   | 0.22      | -2.008 | 0.045     |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 151.469        | 29  | 5.223       | 2.95    | 0.000 |
| Residual   | 1598.549       | 903 | 1.77        |         |       |

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 3.274          | 0.087          | 0.000            | 0.000             |

| Country            | P     | Direction | Effect Size |           |                |           |                |
|--------------------|-------|-----------|-------------|-----------|----------------|-----------|----------------|
|                    |       |           | X           | Y         | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| <b>JAPAN</b>       | 0.024 | 0.309     | -0.138      | 0.447 **  | 0.055          | -0.25 *** | 0.28           |
|                    | 0.334 | 0.085     |             |           |                |           |                |
|                    | 0.021 | -0.585    |             |           |                |           |                |
|                    | 0     | 0.585     |             |           |                |           |                |
| <b>USA</b>         | 0.034 | -0.001    | 0.029       | -0.03 **  | -0.025         | 0.018 **  | -0.021         |
|                    | 0.234 | -0.028    |             |           |                |           |                |
|                    | 0.018 | -0.895    |             |           |                |           |                |
|                    | 0     | -0.064    |             |           |                |           |                |
| <b>BRAZIL</b>      | 0.002 | -0.303    | 0           | -0.303 ** | -0.091         | -0.013 *  | -0.061         |
|                    | 0.062 | -0.165    |             |           |                |           |                |
|                    | 0.008 | 0.303     |             |           |                |           |                |
|                    | 0.002 | -0.139    |             |           |                |           |                |
| <b>GB</b>          | 0.376 | 0.158     | 0.022       | 0.136     | 0.041          | -0.034    | 0.035          |
|                    | 0.695 | 0.042     |             |           |                |           |                |
|                    | 0.147 | -0.114    |             |           |                |           |                |
|                    | 0.037 | 0.11      |             |           |                |           |                |
| <b>NETHERLANDS</b> | 0.656 | 0.211     | 0.353 **    | -0.142 *  | 0.006          | 0.118 **  | 0.022          |
|                    | 0.651 | 0.146     |             |           |                |           |                |
|                    | 0.003 | 0.495     |             |           |                |           |                |
|                    | 0.002 | -0.09     |             |           |                |           |                |

**Socially aware (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.285 Squared multiple R: 0.081

Adjusted squared multiple R: 0.052 Standard error of estimate: 0.948

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.112          | 0.081          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.561       | 0.161     | 0        |           | 34.594 | 0         |
| F17XCFP            | -0.065      | 0.09      | -0.098   | 0.055     | -0.721 | 0.471     |
| F17XCFV            | 0.125       | 0.114     | 0.171    | 0.042     | 1.094  | 0.274     |
| D1                 | 0.573       | 0.173     | 0.291    | 0.132     | 3.32   | 0.001     |
| D2                 | 0.668       | 0.214     | 0.22     | 0.205     | 3.121  | 0.002     |
| D3                 | 0.242       | 0.205     | 0.088    | 0.183     | 1.178  | 0.239     |
| D4                 | 0.508       | 0.227     | 0.133    | 0.288     | 2.235  | 0.026     |
| F17XCFP*F17XCFP    | -0.025      | 0.047     | -0.062   | 0.079     | -0.546 | 0.585     |
| F17XCFP*F17XCFV    | 0.09        | 0.048     | 0.203    | 0.087     | 1.881  | 0.06      |
| F17XCFV*F17XCFV    | -0.024      | 0.061     | -0.055   | 0.051     | -0.392 | 0.695     |
| D1*F17XCFP         | 0.102       | 0.097     | 0.119    | 0.079     | 1.053  | 0.293     |
| D1*F17XCFV         | -0.119      | 0.121     | -0.123   | 0.064     | -0.981 | 0.327     |
| D2*F17XCFP         | -0.009      | 0.122     | -0.004   | 0.339     | -0.078 | 0.938     |
| D2*F17XCFV         | -0.142      | 0.154     | -0.064   | 0.212     | -0.921 | 0.357     |
| D3*F17XCFP         | 0.107       | 0.116     | 0.061    | 0.228     | 0.921  | 0.357     |
| D3*F17XCFV         | -0.229      | 0.143     | -0.123   | 0.171     | -1.596 | 0.111     |
| D4*F17XCFP         | -0.029      | 0.133     | -0.011   | 0.418     | -0.216 | 0.829     |
| D4*F17XCFV         | 0.023       | 0.169     | 0.008    | 0.309     | 0.138  | 0.89      |
| D1*F17XCFP*F17XCFP | 0.009       | 0.051     | 0.02     | 0.081     | 0.182  | 0.855     |
| D1*F17XCFP*F17XCFV | -0.106      | 0.055     | -0.186   | 0.109     | -1.931 | 0.054     |
| D1*F17XCFV*F17XCFV | 0.028       | 0.065     | 0.056    | 0.062     | 0.435  | 0.664     |
| D2*F17XCFP*F17XCFP | 0.003       | 0.069     | 0.003    | 0.277     | 0.042  | 0.967     |
| D2*F17XCFP*F17XCFV | -0.065      | 0.084     | -0.04    | 0.395     | -0.782 | 0.435     |
| D2*F17XCFV*F17XCFV | -0.071      | 0.087     | -0.066   | 0.153     | -0.811 | 0.417     |
| D3*F17XCFP*F17XCFP | -0.008      | 0.067     | -0.009   | 0.161     | -0.116 | 0.908     |
| D3*F17XCFP*F17XCFV | -0.111      | 0.079     | -0.104   | 0.186     | -1.404 | 0.161     |
| D3*F17XCFV*F17XCFV | 0.033       | 0.081     | 0.037    | 0.126     | 0.408  | 0.683     |
| D4*F17XCFP*F17XCFP | 0.037       | 0.069     | 0.031    | 0.3       | 0.539  | 0.59      |
| D4*F17XCFP*F17XCFV | -0.196      | 0.083     | -0.111   | 0.454     | -2.351 | 0.019     |
| D4*F17XCFV*F17XCFV | 0.147       | 0.092     | 0.109    | 0.22      | 1.601  | 0.11      |

| Country     | P     | Direction | Effect Size |        |                |        |                |
|-------------|-------|-----------|-------------|--------|----------------|--------|----------------|
|             |       |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| JAPAN       | 0.539 | 0.06      | -0.065      | 0.125  | -0.025         | 0.09   | -0.024         |
|             | 0.518 | 0.041     |             |        |                |        |                |
|             | 0.294 | -0.19     |             |        |                |        |                |
| USA         | 0.871 | 0.043     | 0.037       | 0.006  | -0.016         | -0.016 | 0.004          |
|             | 0.308 | -0.028    |             |        |                |        |                |
|             | 0.253 | -0.207    |             |        |                |        |                |
| BRAZIL      | 0.282 | -0.091    | -0.074      | -0.017 | -0.022         | 0.025  | -0.095         |
|             | 0.162 | -0.092    |             |        |                |        |                |
|             | 0.581 | -0.057    |             |        |                |        |                |
| GB          | 0.318 | -0.062    | 0.042       | -0.104 | -0.033         | -0.021 | 0.009          |
|             | 0.276 | -0.045    |             |        |                |        |                |
|             | 0.147 | 0.146     |             |        |                |        |                |
| NETHERLANDS | 0.973 | 0.054     | -0.094      | 0.148  | 0.012          | -0.106 | 0.123          |
|             | 0.898 | 0.029     |             |        |                |        |                |
|             | 0.842 | -0.242    |             |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 71.878         | 29  | 2.479       | 2.759   | 0.000 |
| Residual   | 811.089        | 903 | 0.898       |         |       |
| ypohthesis |                |     |             |         |       |

**Socially aware (IV) and Team Building (DV)**

Dep Var: F19RAWFP N: 933 Multiple R: 0.322 Squared multiple R: 0.104

Adjusted squared multiple R: 0.075 Standard error of estimate: 0.940

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 3.769          | 0.104          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.018       | 0.159     | 0        |           | 31.467 | 0         |
| F17XCFP            | -0.042      | 0.089     | -0.064   | 0.055     | -0.474 | 0.635     |
| F17XCFV            | 0.004       | 0.113     | 0.005    | 0.042     | 0.034  | 0.973     |
| D1                 | 0.67        | 0.171     | 0.339    | 0.132     | 3.913  | 0         |
| D2                 | 0.829       | 0.212     | 0.271    | 0.205     | 3.902  | 0         |
| D3                 | 0.347       | 0.204     | 0.125    | 0.183     | 1.703  | 0.089     |
| D4                 | 0.649       | 0.225     | 0.169    | 0.288     | 2.879  | 0.004     |
| F17XCFP*F17XCFP    | -0.047      | 0.046     | -0.114   | 0.079     | -1.015 | 0.311     |
| F17XCFP*F17XCFV    | 0.115       | 0.047     | 0.26     | 0.087     | 2.431  | 0.015     |
| F17XCFV*F17XCFV    | -0.034      | 0.061     | -0.078   | 0.051     | -0.559 | 0.576     |
| D1*F17XCFP         | 0.052       | 0.096     | 0.06     | 0.079     | 0.539  | 0.59      |
| D1*F17XCFV         | 0.047       | 0.12      | 0.048    | 0.064     | 0.387  | 0.699     |
| D2*F17XCFP         | -0.102      | 0.121     | -0.045   | 0.339     | -0.841 | 0.401     |
| D2*F17XCFV         | 0.047       | 0.153     | 0.021    | 0.212     | 0.308  | 0.759     |
| D3*F17XCFP         | -0.041      | 0.116     | -0.024   | 0.228     | -0.357 | 0.721     |
| D3*F17XCFV         | -0.098      | 0.142     | -0.053   | 0.171     | -0.689 | 0.491     |
| D4*F17XCFP         | -0.139      | 0.131     | -0.051   | 0.418     | -1.054 | 0.292     |
| D4*F17XCFV         | 0.157       | 0.167     | 0.053    | 0.309     | 0.938  | 0.348     |
| D1*F17XCFP*F17XCFP | 0.053       | 0.051     | 0.116    | 0.081     | 1.046  | 0.296     |
| D1*F17XCFP*F17XCFV | -0.123      | 0.055     | -0.214   | 0.109     | -2.25  | 0.025     |
| D1*F17XCFV*F17XCFV | 0.022       | 0.065     | 0.042    | 0.062     | 0.333  | 0.739     |
| D2*F17XCFP*F17XCFP | 0.002       | 0.069     | 0.002    | 0.277     | 0.036  | 0.971     |
| D2*F17XCFP*F17XCFV | -0.053      | 0.083     | -0.032   | 0.395     | -0.638 | 0.524     |
| D2*F17XCFV*F17XCFV | -0.094      | 0.087     | -0.087   | 0.153     | -1.086 | 0.278     |
| D3*F17XCFP*F17XCFP | 0.048       | 0.066     | 0.057    | 0.161     | 0.722  | 0.47      |
| D3*F17XCFP*F17XCFV | -0.111      | 0.078     | -0.104   | 0.186     | -1.421 | 0.156     |
| D3*F17XCFV*F17XCFV | -0.017      | 0.08      | -0.019   | 0.126     | -0.218 | 0.827     |
| D4*F17XCFP*F17XCFP | -0.037      | 0.068     | -0.031   | 0.3       | -0.54  | 0.59      |
| D4*F17XCFP*F17XCFV | -0.199      | 0.083     | -0.113   | 0.454     | -2.407 | 0.016     |
| D4*F17XCFV*F17XCFV | 0.114       | 0.091     | 0.084    | 0.22      | 1.255  | 0.21      |

|                    | Effect Size  |           | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
|                    | P            | Direction |        |        |                |        |                |
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.691        | -0.038    | -0.042 | 0.004  | -0.047         | 0.115  | -0.034         |
| Fit Curve          | 0.58         | 0.034     |        |        |                |        |                |
| Misfit Slope       | 0.797        | -0.046    |        |        |                |        |                |
| Misfit Curve       | <b>0.045</b> | -0.196    |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | 0.34         | 0.061     | 0.01   | 0.051  | 0.006          | -0.008 | -0.012         |
| Fit Curve          | 0.47         | -0.014    |        |        |                |        |                |
| Misfit Slope       | 0.978        | 0.053     |        |        |                |        |                |
| Misfit Curve       | 0.076        | 0.002     |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.694        | -0.093    | -0.144 | 0.051  | -0.045         | 0.062  | -0.128         |
| Fit Curve          | 0.127        | -0.111    |        |        |                |        |                |
| Misfit Slope       | 0.532        | -0.195    |        |        |                |        |                |
| Misfit Curve       | 0.813        | -0.235    |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.248        | -0.177    | -0.083 | -0.094 | 0.001          | 0.004  | -0.051         |
| Fit Curve          | 0.299        | -0.046    |        |        |                |        |                |
| Misfit Slope       | 0.805        | 0.011     |        |        |                |        |                |
| Misfit Curve       | 0.377        | -0.054    |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.905        | -0.02     | -0.181 | 0.161  | -0.084         | -0.084 | 0.08           |
| Fit Curve          | 0.201        | -0.088    |        |        |                |        |                |
| Misfit Slope       | 0.252        | -0.342    |        |        |                |        |                |
| Misfit Curve       | 0.077        | 0.08      |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 92.495         | 29  | 3.189       | 3.609   | 0.000 |
| Residual   | 798.036        | 903 | 0.884       |         |       |
| ypothesis  |                |     |             |         |       |

**Socially aware (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.373 Squared multiple R: 0.139

Adjusted squared multiple R: 0.111 Standard error of estimate: 1.079

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.758          | 0.139          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.793       | 0.183     | 0        |           | 15.253 | 0         |
| F17XCFP            | -0.077      | 0.102     | -0.099   | 0.055     | -0.755 | 0.45      |
| F17XCFV            | 0.132       | 0.13      | 0.153    | 0.042     | 1.012  | 0.312     |
| D1                 | -0.618      | 0.197     | -0.267   | 0.132     | -3.142 | 0.002     |
| D2                 | 0.402       | 0.244     | 0.113    | 0.205     | 1.65   | 0.099     |
| D3                 | -0.514      | 0.234     | -0.158   | 0.183     | -2.194 | 0.028     |
| D4                 | 0.015       | 0.259     | 0.003    | 0.288     | 0.057  | 0.955     |
| F17XCFP*F17XCFP    | 0.094       | 0.053     | 0.193    | 0.079     | 1.76   | 0.079     |
| F17XCFP*F17XCFV    | -0.153      | 0.054     | -0.293   | 0.087     | -2.799 | 0.005     |
| F17XCFV*F17XCFV    | 0.085       | 0.07      | 0.168    | 0.051     | 1.226  | 0.22      |
| D1*F17XCFP         | 0.078       | 0.111     | 0.077    | 0.079     | 0.707  | 0.48      |
| D1*F17XCFV         | -0.164      | 0.138     | -0.144   | 0.064     | -1.186 | 0.236     |
| D2*F17XCFP         | 0.205       | 0.139     | 0.078    | 0.339     | 1.476  | 0.14      |
| D2*F17XCFV         | -0.435      | 0.175     | -0.166   | 0.212     | -2.479 | 0.013     |
| D3*F17XCFP         | 0.069       | 0.133     | 0.034    | 0.228     | 0.523  | 0.601     |
| D3*F17XCFV         | -0.083      | 0.163     | -0.038   | 0.171     | -0.506 | 0.613     |
| D4*F17XCFP         | 0.107       | 0.151     | 0.034    | 0.418     | 0.708  | 0.479     |
| D4*F17XCFV         | -0.303      | 0.192     | -0.087   | 0.309     | -1.574 | 0.116     |
| D1*F17XCFP*F17XCFP | -0.076      | 0.058     | -0.141   | 0.081     | -1.301 | 0.194     |
| D1*F17XCFP*F17XCFV | 0.183       | 0.063     | 0.273    | 0.109     | 2.923  | 0.004     |
| D1*F17XCFV*F17XCFV | -0.111      | 0.074     | -0.184   | 0.062     | -1.49  | 0.136     |
| D2*F17XCFP*F17XCFP | -0.155      | 0.079     | -0.115   | 0.277     | -1.956 | 0.051     |
| D2*F17XCFP*F17XCFV | 0.217       | 0.095     | 0.112    | 0.395     | 2.27   | 0.023     |
| D2*F17XCFV*F17XCFV | -0.132      | 0.1       | -0.105   | 0.153     | -1.33  | 0.184     |
| D3*F17XCFP*F17XCFP | -0.068      | 0.076     | -0.069   | 0.161     | -0.898 | 0.37      |
| D3*F17XCFP*F17XCFV | 0.078       | 0.09      | 0.062    | 0.186     | 0.869  | 0.385     |
| D3*F17XCFV*F17XCFV | 0.037       | 0.092     | 0.035    | 0.126     | 0.404  | 0.686     |
| D4*F17XCFP*F17XCFP | -0.164      | 0.078     | -0.118   | 0.3       | -2.096 | 0.036     |
| D4*F17XCFP*F17XCFV | 0.325       | 0.095     | 0.157    | 0.454     | 3.428  | 0.001     |
| D4*F17XCFV*F17XCFV | -0.062      | 0.104     | -0.039   | 0.22      | -0.59  | 0.555     |

| Country            | P            | Direction | Effect Size |          |                |           |                |  |
|--------------------|--------------|-----------|-------------|----------|----------------|-----------|----------------|--|
|                    |              |           | X           | Y        | X <sup>2</sup> | XY        | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.626        | 0.055     | -0.077      | 0.132    | 0.094          | -0.153 ** | 0.085          |  |
| Fit Curve          | 0.712        | 0.026     |             |          |                |           |                |  |
| Misfit Slope       | 0.31         | -0.209    |             |          |                |           |                |  |
| Misfit Curve       | <b>0.003</b> | 0.332     |             |          |                |           |                |  |
| <b>USA</b>         |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.469        | -0.031    | 0.001       | -0.032   | 0.018          | 0.03 **   | -0.026         |  |
| Fit Curve          | 0.965        | 0.022     |             |          |                |           |                |  |
| Misfit Slope       | 0.273        | -0.295    |             |          |                |           |                |  |
| Misfit Curve       | <b>0.004</b> | -0.038    |             |          |                |           |                |  |
| <b>BRAZIL</b>      |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.152        | -0.175    | 0.128       | -0.303 * | -0.061         | 0.064 *   | -0.047         |  |
| Fit Curve          | 0.517        | -0.044    |             |          |                |           |                |  |
| Misfit Slope       | <b>0.019</b> | 0.431     |             |          |                |           |                |  |
| Misfit Curve       | <b>0.007</b> | -0.172    |             |          |                |           |                |  |
| <b>GB</b>          |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.924        | 0.041     | -0.008      | 0.049    | 0.026          | -0.075    | 0.122          |  |
| Fit Curve          | 0.599        | 0.073     |             |          |                |           |                |  |
| Misfit Slope       | 0.564        | -0.057    |             |          |                |           |                |  |
| Misfit Curve       | 0.553        | 0.223     |             |          |                |           |                |  |
| <b>NETHERLANDS</b> |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.274        | -0.141    | 0.03        | -0.171   | -0.07 *        | 0.172 **  | 0.023          |  |
| Fit Curve          | 0.361        | 0.125     |             |          |                |           |                |  |
| Misfit Slope       | 0.167        | 0.201     |             |          |                |           |                |  |
| Misfit Curve       | <b>0.002</b> | -0.219    |             |          |                |           |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 169.706        | 29  | 5.852       | 5.023   | 0.000 |
| Residual   | 1052.105       | 903 | 1.165       |         |       |

**Socially aware (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.279 Squared multiple R: 0.078

Adjusted squared multiple R: 0.048 Standard error of estimate: 1.282

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 2.997          | 0.078          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.373       | 0.217     | 0        |           | 10.914 | 0         |
| F17XCFP            | -0.011      | 0.122     | -0.012   | 0.055     | -0.087 | 0.93      |
| F17XCFV            | 0.156       | 0.154     | 0.158    | 0.042     | 1.012  | 0.312     |
| D1                 | -0.046      | 0.233     | -0.017   | 0.132     | -0.198 | 0.843     |
| D2                 | 0.736       | 0.29      | 0.179    | 0.205     | 2.543  | 0.011     |
| D3                 | 0.215       | 0.278     | 0.058    | 0.183     | 0.775  | 0.439     |
| D4                 | 0.122       | 0.307     | 0.024    | 0.288     | 0.397  | 0.691     |
| F17XCFP*F17XCFP    | 0.071       | 0.063     | 0.128    | 0.079     | 1.128  | 0.26      |
| F17XCFP*F17XCFV    | -0.173      | 0.065     | -0.289   | 0.087     | -2.667 | 0.008     |
| F17XCFV*F17XCFV    | 0.167       | 0.083     | 0.287    | 0.051     | 2.021  | 0.044     |
| D1*F17XCFP         | 0.006       | 0.131     | 0.005    | 0.079     | 0.044  | 0.965     |
| D1*F17XCFV         | -0.153      | 0.164     | -0.118   | 0.064     | -0.935 | 0.35      |
| D2*F17XCFP         | 0.102       | 0.165     | 0.034    | 0.339     | 0.62   | 0.535     |
| D2*F17XCFV         | -0.343      | 0.208     | -0.114   | 0.212     | -1.648 | 0.1       |
| D3*F17XCFP         | -0.048      | 0.158     | -0.02    | 0.228     | -0.305 | 0.76      |
| D3*F17XCFV         | -0.059      | 0.194     | -0.024   | 0.171     | -0.307 | 0.759     |
| D4*F17XCFP         | 0.238       | 0.179     | 0.066    | 0.418     | 1.33   | 0.184     |
| D4*F17XCFV         | -0.463      | 0.228     | -0.117   | 0.309     | -2.028 | 0.043     |
| D1*F17XCFP*F17XCFP | -0.044      | 0.069     | -0.071   | 0.081     | -0.63  | 0.529     |
| D1*F17XCFP*F17XCFV | 0.147       | 0.074     | 0.191    | 0.109     | 1.974  | 0.049     |
| D1*F17XCFV*F17XCFV | -0.194      | 0.088     | -0.281   | 0.062     | -2.2   | 0.028     |
| D2*F17XCFP*F17XCFP | 0.013       | 0.094     | 0.008    | 0.277     | 0.138  | 0.89      |
| D2*F17XCFP*F17XCFV | 0.163       | 0.113     | 0.073    | 0.395     | 1.441  | 0.15      |
| D2*F17XCFV*F17XCFV | -0.27       | 0.118     | -0.186   | 0.153     | -2.283 | 0.023     |
| D3*F17XCFP*F17XCFP | -0.099      | 0.09      | -0.087   | 0.161     | -1.091 | 0.275     |
| D3*F17XCFP*F17XCFV | 0.168       | 0.107     | 0.116    | 0.186     | 1.57   | 0.117     |
| D3*F17XCFV*F17XCFV | -0.071      | 0.109     | -0.058   | 0.126     | -0.649 | 0.517     |
| D4*F17XCFP*F17XCFP | -0.077      | 0.093     | -0.048   | 0.3       | -0.824 | 0.41      |
| D4*F17XCFP*F17XCFV | 0.406       | 0.113     | 0.171    | 0.454     | 3.602  | 0         |
| D4*F17XCFV*F17XCFV | -0.331      | 0.124     | -0.182   | 0.22      | -2.673 | 0.008     |

| Country            | P            | Direction | Effect Size |          |                |           |                |  |
|--------------------|--------------|-----------|-------------|----------|----------------|-----------|----------------|--|
|                    |              |           | X           | Y        | X <sup>2</sup> | XY        | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.271        | 0.145     | -0.011      | 0.156    | 0.071          | -0.173 ** | 0.167          |  |
| Fit Curve          | 0.439        | 0.065     |             |          |                |           |                |  |
| Misfit Slope       | 0.495        | -0.167    |             |          |                |           |                |  |
| Misfit Curve       | <b>0.002</b> | 0.411     |             |          |                |           |                |  |
| <b>USA</b>         |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.294        | -0.002    | -0.005      | 0.003    | 0.027          | -0.026 *  | -0.027         |  |
| Fit Curve          | 0.318        | -0.026    |             |          |                |           |                |  |
| Misfit Slope       | 0.543        | -0.314    |             |          |                |           |                |  |
| Misfit Curve       | <b>0.011</b> | 0.026     |             |          |                |           |                |  |
| <b>BRAZIL</b>      |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.205        | -0.096    | 0.091       | -0.187   | 0.084          | -0.01     | -0.103         |  |
| Fit Curve          | 0.467        | -0.029    |             |          |                |           |                |  |
| Misfit Slope       | 0.17         | 0.278     |             |          |                |           |                |  |
| Misfit Curve       | 0.06         | -0.009    |             |          |                |           |                |  |
| <b>GB</b>          |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.512        | 0.038     | -0.059      | 0.097    | -0.028         | -0.005    | 0.096          |  |
| Fit Curve          | 0.987        | 0.063     |             |          |                |           |                |  |
| Misfit Slope       | 0.971        | -0.156    |             |          |                |           |                |  |
| Misfit Curve       | 0.124        | 0.073     |             |          |                |           |                |  |
| <b>NETHERLANDS</b> |              |           |             |          |                |           |                |  |
| Fit Slope          | 0.29         | -0.08     | 0.227       | -0.307 * | -0.006         | 0.233 *** | -0.164         |  |
| Fit Curve          | 0.991        | 0.063     |             |          |                |           |                |  |
| Misfit Slope       | <b>0.046</b> | 0.534     |             |          |                |           |                |  |
| Misfit Curve       | <b>0</b>     | -0.403    |             |          |                |           |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 125.231        | 29  | 4.318       | 2.629   | 0.000 |
| Residual   | 1483.15        | 903 | 1.642       |         |       |
| ypothesis  |                |     |             |         |       |

**Risk Averse (IV) and Performance Orientation (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.336 Squared multiple R: 0.113

Adjusted squared multiple R: 0.084 Standard error of estimate: 0.814

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 4.505          | 0.113          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.196       | 0.129     | 0        |           | 40.304 | 0         |
| F13XCFP            | -0.182      | 0.111     | -0.241   | 0.046     | -1.641 | 0.101     |
| F13XCFV            | -0.141      | 0.12      | -0.158   | 0.054     | -1.174 | 0.241     |
| D1                 | 0.898       | 0.138     | 0.522    | 0.152     | 6.486  | 0         |
| D2                 | 0.853       | 0.173     | 0.321    | 0.232     | 4.927  | 0         |
| D3                 | 0.596       | 0.163     | 0.247    | 0.215     | 3.657  | 0         |
| D4                 | 0.586       | 0.2       | 0.176    | 0.273     | 2.927  | 0.004     |
| F13XCFP*F13XCFP    | 0.032       | 0.053     | 0.075    | 0.065     | 0.614  | 0.54      |
| F13XCFP*F13XCFV    | 0.072       | 0.085     | 0.119    | 0.05      | 0.845  | 0.398     |
| F13XCFV*F13XCFV    | 0.023       | 0.077     | 0.037    | 0.065     | 0.298  | 0.766     |
| D1*F13XCFP         | 0.218       | 0.121     | 0.224    | 0.064     | 1.806  | 0.071     |
| D1*F13XCFV         | 0.073       | 0.131     | 0.064    | 0.074     | 0.555  | 0.579     |
| D2*F13XCFP         | 0.133       | 0.172     | 0.065    | 0.14      | 0.774  | 0.439     |
| D2*F13XCFV         | 0.277       | 0.197     | 0.11     | 0.161     | 1.408  | 0.16      |
| D3*F13XCFP         | 0.348       | 0.142     | 0.179    | 0.185     | 2.45   | 0.014     |
| D3*F13XCFV         | 0.102       | 0.149     | 0.049    | 0.189     | 0.685  | 0.493     |
| D4*F13XCFP         | 0.288       | 0.165     | 0.1      | 0.295     | 1.742  | 0.082     |
| D4*F13XCFV         | -0.071      | 0.163     | -0.023   | 0.354     | -0.437 | 0.662     |
| D1*F13XCFP*F13XCFP | -0.041      | 0.058     | -0.079   | 0.078     | -0.705 | 0.481     |
| D1*F13XCFP*F13XCFV | -0.071      | 0.092     | -0.091   | 0.07      | -0.771 | 0.441     |
| D1*F13XCFV*F13XCFP | -0.034      | 0.084     | -0.047   | 0.076     | -0.41  | 0.682     |
| D2*F13XCFP*F13XCFP | -0.011      | 0.087     | -0.011   | 0.136     | -0.126 | 0.9       |
| D2*F13XCFP*F13XCFV | -0.097      | 0.132     | -0.056   | 0.17      | -0.733 | 0.464     |
| D2*F13XCFV*F13XCFP | 0.001       | 0.123     | 0.001    | 0.179     | 0.011  | 0.991     |
| D3*F13XCFP*F13XCFP | -0.05       | 0.069     | -0.051   | 0.202     | -0.73  | 0.465     |
| D3*F13XCFP*F13XCFV | -0.011      | 0.105     | -0.007   | 0.216     | -0.104 | 0.918     |
| D3*F13XCFV*F13XCFP | -0.026      | 0.095     | -0.021   | 0.161     | -0.271 | 0.787     |
| D4*F13XCFP*F13XCFP | -0.114      | 0.092     | -0.076   | 0.265     | -1.239 | 0.216     |
| D4*F13XCFP*F13XCFV | -0.047      | 0.122     | -0.019   | 0.425     | -0.386 | 0.699     |
| D4*F13XCFV*F13XCFP | 0.006       | 0.107     | 0.003    | 0.292     | 0.054  | 0.957     |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.017</b> | -0.323    | -0.182 | -0.141 | 0.032          | 0.072  | 0.023          |
| Fit Curve          | 0.276        | 0.127     |        |        |                |        |                |
| Misfit Slope       | 0.828        | -0.041    |        |        |                |        |                |
| Misfit Curve       | 0.906        | -0.017    |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.045</b> | -0.032    | 0.036  | -0.068 | -0.009         | 0.001  | -0.011         |
| Fit Curve          | 0.227        | -0.019    |        |        |                |        |                |
| Misfit Slope       | 0.482        | 0.25      |        |        |                |        |                |
| Misfit Curve       | 0.978        | -0.021    |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.028</b> | 0.087     | -0.049 | 0.136  | 0.021          | -0.025 | 0.024          |
| Fit Curve          | 0.456        | 0.02      |        |        |                |        |                |
| Misfit Slope       | 0.652        | -0.185    |        |        |                |        |                |
| Misfit Curve       | 0.727        | 0.07      |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.006</b> | 0.127     | 0.166  | -0.039 | -0.018         | 0.061  | -0.003         |
| Fit Curve          | 0.529        | 0.04      |        |        |                |        |                |
| Misfit Slope       | 0.308        | 0.205     |        |        |                |        |                |
| Misfit Curve       | 0.71         | -0.082    |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.292        | -0.106    | 0.106  | -0.212 | -0.082         | 0.025  | 0.029          |
| Fit Curve          | 0.361        | -0.028    |        |        |                |        |                |
| Misfit Slope       | 0.161        | 0.318     |        |        |                |        |                |
| Misfit Curve       | 0.758        | -0.078    |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 75.974         | 29  | 2.62        | 3.952   | 0.000 |
| Residual   | 598.562        | 903 | 0.663       |         |       |



Risk Averse (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.262 Squared multiple R: 0.069

Adjusted squared multiple R: 0.039 Standard error of estimate: 1.343

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 2.651          | 0.069          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.894       | 0.213     | 0        |           | 13.603 | 0         |
| F13XCFP            | 0.271       | 0.183     | 0.223    | 0.046     | 1.482  | 0.139     |
| F13XCFV            | -0.043      | 0.198     | -0.03    | 0.054     | -0.217 | 0.828     |
| D1                 | -0.54       | 0.228     | -0.195   | 0.152     | -2.362 | 0.018     |
| D2                 | -0.035      | 0.286     | -0.008   | 0.232     | -0.122 | 0.903     |
| D3                 | -0.067      | 0.269     | -0.017   | 0.215     | -0.248 | 0.804     |
| D4                 | -0.442      | 0.33      | -0.082   | 0.273     | -1.338 | 0.181     |
| F13XCFP*F13XCFP    | 0.007       | 0.087     | 0.011    | 0.065     | 0.086  | 0.931     |
| F13XCFP*F13XCFV    | 0.228       | 0.141     | 0.233    | 0.05      | 1.618  | 0.106     |
| F13XCFV*F13XCFV    | 0.157       | 0.128     | 0.155    | 0.065     | 1.232  | 0.218     |
| D1*F13XCFP         | -0.285      | 0.199     | -0.181   | 0.064     | -1.429 | 0.153     |
| D1*F13XCFV         | 0.047       | 0.217     | 0.026    | 0.074     | 0.218  | 0.827     |
| D2*F13XCFP         | -0.513      | 0.284     | -0.155   | 0.14      | -1.804 | 0.071     |
| D2*F13XCFV         | -0.17       | 0.325     | -0.042   | 0.161     | -0.523 | 0.601     |
| D3*F13XCFP         | -0.202      | 0.234     | -0.064   | 0.185     | -0.862 | 0.389     |
| D3*F13XCFV         | -0.025      | 0.247     | -0.007   | 0.189     | -0.102 | 0.919     |
| D4*F13XCFP         | -0.155      | 0.272     | -0.034   | 0.295     | -0.568 | 0.57      |
| D4*F13XCFV         | 0.262       | 0.268     | 0.053    | 0.354     | 0.977  | 0.329     |
| D1*F13XCFP*F13XCFP | -0.003      | 0.096     | -0.004   | 0.078     | -0.031 | 0.975     |
| D1*F13XCFP*F13XCFV | -0.174      | 0.152     | -0.138   | 0.07      | -1.141 | 0.254     |
| D1*F13XCFV*F13XCFV | -0.179      | 0.138     | -0.151   | 0.076     | -1.296 | 0.195     |
| D2*F13XCFP*F13XCFP | 0.117       | 0.144     | 0.071    | 0.136     | 0.816  | 0.414     |
| D2*F13XCFP*F13XCFV | -0.253      | 0.217     | -0.091   | 0.17      | -1.165 | 0.244     |
| D2*F13XCFV*F13XCFV | -0.436      | 0.203     | -0.163   | 0.179     | -2.141 | 0.033     |
| D3*F13XCFP*F13XCFP | -0.012      | 0.113     | -0.008   | 0.202     | -0.106 | 0.916     |
| D3*F13XCFP*F13XCFV | -0.176      | 0.173     | -0.07    | 0.216     | -1.016 | 0.31      |
| D3*F13XCFV*F13XCFV | -0.317      | 0.157     | -0.162   | 0.161     | -2.024 | 0.043     |
| D4*F13XCFP*F13XCFP | 0.054       | 0.152     | 0.022    | 0.265     | 0.358  | 0.721     |
| D4*F13XCFP*F13XCFV | -0.226      | 0.201     | -0.055   | 0.425     | -1.126 | 0.261     |
| D4*F13XCFV*F13XCFV | 0.056       | 0.176     | 0.019    | 0.292     | 0.316  | 0.752     |

| JAPAN              | P            | Direction | Effect Size |        |                |        |                |
|--------------------|--------------|-----------|-------------|--------|----------------|--------|----------------|
|                    |              |           | X           | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
| Fit Slope          | 0.308        | 0.228     | 0.271       | -0.043 | 0.007          | 0.228  | 0.157          |
| Fit Curve          | <b>0.042</b> | 0.392     |             |        |                |        |                |
| Misfit Slope       | 0.31         | 0.314     |             |        |                |        |                |
| Misfit Curve       | 0.787        | -0.064    |             |        |                |        |                |
| <b>USA</b>         |              |           |             |        |                |        |                |
| Fit Slope          | 0.321        | -0.01     | -0.014      | 0.004  | 0.004          | 0.054  | -0.022         |
| Fit Curve          | 0.076        | 0.036     |             |        |                |        |                |
| Misfit Slope       | 0.33         | 0.076     |             |        |                |        |                |
| Misfit Curve       | 0.975        | -0.072    |             |        |                |        |                |
| <b>BRAZIL</b>      |              |           |             |        |                |        |                |
| Fit Slope          | <b>0.027</b> | -0.455    | -0.242      | -0.213 | 0.124          | -0.025 | -0.279         |
| Fit Curve          | <b>0.015</b> | -0.18     |             |        |                |        |                |
| Misfit Slope       | 0.516        | -0.029    |             |        |                |        |                |
| Misfit Curve       | 0.875        | -0.13     |             |        |                |        |                |
| <b>GB</b>          |              |           |             |        |                |        |                |
| Fit Slope          | 0.404        | 0.001     | 0.069       | -0.068 | -0.005         | 0.052  | -0.16          |
| Fit Curve          | <b>0.026</b> | -0.113    |             |        |                |        |                |
| Misfit Slope       | 0.656        | 0.137     |             |        |                |        |                |
| Misfit Curve       | 0.595        | -0.217    |             |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |             |        |                |        |                |
| Fit Slope          | 0.751        | 0.335     | 0.116       | 0.219  | 0.061          | 0.002  | 0.213          |
| Fit Curve          | 0.679        | 0.276     |             |        |                |        |                |
| Misfit Slope       | 0.323        | -0.103    |             |        |                |        |                |
| Misfit Curve       | 0.308        | 0.272     |             |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 120.472        | 29  | 4.154       | 2.302   | 0.000 |
| Residual   | 1629.547       | 903 | 1.805       |         |       |

**Risk Averse (IV) and Autocracy (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.265 Squared multiple R: 0.070

Adjusted squared multiple R: 0.040 Standard error of estimate: 1.287

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.49        | 0.204     | 0        |           | 12.218 | 0         |
| F13XCFP            | 0.276       | 0.175     | 0.237    | 0.046     | 1.575  | 0.116     |
| F13XCFV            | -0.039      | 0.19      | -0.029   | 0.054     | -0.207 | 0.836     |
| D1                 | -0.132      | 0.219     | -0.05    | 0.152     | -0.603 | 0.547     |
| D2                 | 0.783       | 0.274     | 0.191    | 0.232     | 2.862  | 0.004     |
| D3                 | 0.304       | 0.258     | 0.082    | 0.215     | 1.178  | 0.239     |
| D4                 | 0.198       | 0.317     | 0.038    | 0.273     | 0.625  | 0.532     |
| F13XCFP*F13XCFP    | 0.034       | 0.083     | 0.052    | 0.065     | 0.414  | 0.679     |
| F13XCFP*F13XCFV    | 0.233       | 0.135     | 0.249    | 0.05      | 1.729  | 0.084     |
| F13XCFV*F13XCFV    | 0.084       | 0.122     | 0.086    | 0.065     | 0.685  | 0.493     |
| D1*F13XCFP         | -0.16       | 0.191     | -0.106   | 0.064     | -0.84  | 0.401     |
| D1*F13XCFV         | 0.011       | 0.208     | 0.006    | 0.074     | 0.055  | 0.956     |
| D2*F13XCFP         | -0.336      | 0.272     | -0.106   | 0.14      | -1.236 | 0.217     |
| D2*F13XCFV         | -0.059      | 0.311     | -0.015   | 0.161     | -0.19  | 0.85      |
| D3*F13XCFP         | -0.102      | 0.224     | -0.034   | 0.185     | -0.456 | 0.648     |
| D3*F13XCFV         | 0.039       | 0.236     | 0.012    | 0.189     | 0.164  | 0.87      |
| D4*F13XCFP         | -0.272      | 0.261     | -0.062   | 0.295     | -1.043 | 0.297     |
| D4*F13XCFV         | 0.398       | 0.257     | 0.083    | 0.354     | 1.546  | 0.122     |
| D1*F13XCFP*F13XCFP | -0.089      | 0.092     | -0.111   | 0.078     | -0.964 | 0.336     |
| D1*F13XCFP*F13XCFV | -0.172      | 0.146     | -0.142   | 0.07      | -1.177 | 0.24      |
| D1*F13XCFV*F13XCFV | -0.114      | 0.132     | -0.1     | 0.076     | -0.861 | 0.39      |
| D2*F13XCFP*F13XCFP | -0.011      | 0.138     | -0.007   | 0.136     | -0.078 | 0.938     |
| D2*F13XCFP*F13XCFV | -0.177      | 0.208     | -0.066   | 0.17      | -0.851 | 0.395     |
| D2*F13XCFV*F13XCFV | -0.3        | 0.195     | -0.117   | 0.179     | -1.538 | 0.124     |
| D3*F13XCFP*F13XCFP | -0.127      | 0.109     | -0.083   | 0.202     | -1.168 | 0.243     |
| D3*F13XCFP*F13XCFV | -0.266      | 0.166     | -0.111   | 0.216     | -1.602 | 0.109     |
| D3*F13XCFV*F13XCFV | -0.115      | 0.15      | -0.061   | 0.161     | -0.768 | 0.443     |
| D4*F13XCFP*F13XCFP | -0.114      | 0.146     | -0.049   | 0.265     | -0.779 | 0.436     |
| D4*F13XCFP*F13XCFV | -0.252      | 0.192     | -0.065   | 0.425     | -1.311 | 0.19      |
| D4*F13XCFV*F13XCFV | -0.201      | 0.168     | -0.071   | 0.292     | -1.193 | 0.233     |

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 2.56           | 0.070          | 0.000            | 0.000             |

|                    | Effect Size  |           | X     | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|-------|--------|----------------|--------|----------------|
|                    | P            | Direction |       |        |                |        |                |
| <b>JAPAN</b>       |              |           |       |        |                |        |                |
| Fit Slope          | 0.27         | 0.237     | 0.276 | -0.039 | 0.034          | 0.233  | 0.084          |
| Fit Curve          | 0.057        | 0.351     |       |        |                |        |                |
| Misfit Slope       | 0.287        | 0.315     |       |        |                |        |                |
| Misfit Curve       | 0.607        | -0.115    |       |        |                |        |                |
| <b>USA</b>         |              |           |       |        |                |        |                |
| Fit Slope          | 0.516        | 0.088     | 0.116 | -0.028 | -0.055         | 0.061  | -0.03          |
| Fit Curve          | 0.051        | -0.024    |       |        |                |        |                |
| Misfit Slope       | 0.599        | 0.166     |       |        |                |        |                |
| Misfit Curve       | 0.9          | -0.146    |       |        |                |        |                |
| <b>BRAZIL</b>      |              |           |       |        |                |        |                |
| Fit Slope          | 0.181        | -0.158    | -0.06 | -0.098 | 0.023          | 0.056  | -0.216         |
| Fit Curve          | <b>0.031</b> | -0.137    |       |        |                |        |                |
| Misfit Slope       | 0.583        | 0.038     |       |        |                |        |                |
| Misfit Curve       | 0.735        | -0.249    |       |        |                |        |                |
| <b>GB</b>          |              |           |       |        |                |        |                |
| Fit Slope          | 0.807        | 0.174     | 0.174 | 0      | -0.093         | -0.033 | -0.031         |
| Fit Curve          | <b>0.02</b>  | -0.157    |       |        |                |        |                |
| Misfit Slope       | 0.711        | 0.174     |       |        |                |        |                |
| Misfit Curve       | 0.931        | -0.091    |       |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |       |        |                |        |                |
| Fit Slope          | 0.699        | 0.363     | 0.004 | 0.359  | -0.08          | -0.019 | -0.117         |
| Fit Curve          | <b>0.035</b> | -0.216    |       |        |                |        |                |
| Misfit Slope       | 0.098        | -0.355    |       |        |                |        |                |
| Misfit Curve       | 0.844        | -0.178    |       |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 112.61         | 29  | 3.883       | 2.344   | 0.000 |
| Residual   | 1495.771       | 903 | 1.656       |         |       |

**Risk Averse (IV) and Encourager (DV)**

Dep Var: F07RAWFP N: 933 Multiple R: 0.246 Squared multiple R: 0.060

Adjusted squared multiple R: 0.030 Standard error of estimate: 1.207

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 4.733       | 0.191     | 0        |           | 24.765 | 0         |
| F13XCFP            | -0.256      | 0.164     | -0.236   | 0.046     | -1.56  | 0.119     |
| F13XCFV            | -0.147      | 0.178     | -0.115   | 0.054     | -0.825 | 0.409     |
| D1                 | 0.725       | 0.205     | 0.293    | 0.152     | 3.533  | 0         |
| D2                 | 0.525       | 0.257     | 0.137    | 0.232     | 2.048  | 0.041     |
| D3                 | 0.208       | 0.242     | 0.06     | 0.215     | 0.861  | 0.39      |
| D4                 | 0.707       | 0.297     | 0.147    | 0.273     | 2.382  | 0.017     |
| F13XCFP*F13XCFP    | -0.019      | 0.078     | -0.03    | 0.065     | -0.238 | 0.812     |
| F13XCFP*F13XCFV    | -0.113      | 0.126     | -0.13    | 0.05      | -0.897 | 0.37      |
| F13XCFV*F13XCFV    | 0.042       | 0.115     | 0.046    | 0.065     | 0.365  | 0.715     |
| D1*F13XCFP         | 0.192       | 0.179     | 0.137    | 0.064     | 1.073  | 0.284     |
| D1*F13XCFV         | 0.166       | 0.195     | 0.101    | 0.074     | 0.853  | 0.394     |
| D2*F13XCFP         | 0.198       | 0.255     | 0.067    | 0.14      | 0.777  | 0.438     |
| D2*F13XCFV         | 0.513       | 0.292     | 0.141    | 0.161     | 1.756  | 0.079     |
| D3*F13XCFP         | 0.475       | 0.21      | 0.169    | 0.185     | 2.256  | 0.024     |
| D3*F13XCFV         | 0.033       | 0.222     | 0.011    | 0.189     | 0.15   | 0.881     |
| D4*F13XCFP         | 0.334       | 0.245     | 0.081    | 0.295     | 1.366  | 0.172     |
| D4*F13XCFV         | 0.014       | 0.241     | 0.003    | 0.354     | 0.059  | 0.953     |
| D1*F13XCFP*F13XCFP | 0.01        | 0.086     | 0.014    | 0.078     | 0.12   | 0.905     |
| D1*F13XCFP*F13XCFV | 0.075       | 0.137     | 0.066    | 0.07      | 0.546  | 0.585     |
| D1*F13XCFV*F13XCFV | -0.039      | 0.124     | -0.037   | 0.076     | -0.316 | 0.752     |
| D2*F13XCFP*F13XCFP | 0.072       | 0.129     | 0.049    | 0.136     | 0.556  | 0.579     |
| D2*F13XCFP*F13XCFV | 0.029       | 0.195     | 0.011    | 0.17      | 0.146  | 0.884     |
| D2*F13XCFV*F13XCFV | 0.14        | 0.183     | 0.059    | 0.179     | 0.767  | 0.443     |
| D3*F13XCFP*F13XCFP | -0.013      | 0.102     | -0.009   | 0.202     | -0.127 | 0.899     |
| D3*F13XCFP*F13XCFV | 0.152       | 0.156     | 0.068    | 0.216     | 0.975  | 0.33      |
| D3*F13XCFV*F13XCFV | -0.01       | 0.141     | -0.005   | 0.161     | -0.068 | 0.945     |
| D4*F13XCFP*F13XCFP | -0.064      | 0.137     | -0.029   | 0.265     | -0.467 | 0.641     |
| D4*F13XCFP*F13XCFV | 0.171       | 0.18      | 0.047    | 0.425     | 0.946  | 0.344     |
| D4*F13XCFV*F13XCFV | 0.058       | 0.158     | 0.022    | 0.292     | 0.368  | 0.713     |

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 2.315          | 0.060          | 0.000            | 0.000             |

|                    | Effect Size P | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|---------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |               |           |        |        |                |        |                |
| Fit Slope          | <b>0.045</b>  | -0.403    | -0.256 | -0.147 | -0.019         | -0.113 | 0.042          |
| Fit Curve          | 0.603         | -0.09     |        |        |                |        |                |
| Misfit Slope       | 0.694         | -0.109    |        |        |                |        |                |
| Misfit Curve       | 0.513         | 0.136     |        |        |                |        |                |
| <b>USA</b>         |               |           |        |        |                |        |                |
| Fit Slope          | 0.096         | -0.045    | -0.064 | 0.019  | -0.009         | -0.038 | 0.003          |
| Fit Curve          | 0.799         | -0.044    |        |        |                |        |                |
| Misfit Slope       | 0.932         | 0.249     |        |        |                |        |                |
| Misfit Curve       | 0.655         | 0.032     |        |        |                |        |                |
| <b>BRAZIL</b>      |               |           |        |        |                |        |                |
| Fit Slope          | <b>0.01</b>   | 0.308     | -0.058 | 0.366  | 0.053          | -0.084 | 0.182          |
| Fit Curve          | 0.255         | 0.151     |        |        |                |        |                |
| Misfit Slope       | 0.506         | -0.424    |        |        |                |        |                |
| Misfit Curve       | 0.62          | 0.319     |        |        |                |        |                |
| <b>GB</b>          |               |           |        |        |                |        |                |
| Fit Slope          | <b>0.038</b>  | 0.105     | 0.219  | -0.114 | -0.032         | 0.039  | 0.032          |
| Fit Curve          | 0.527         | 0.039     |        |        |                |        |                |
| Misfit Slope       | 0.216         | 0.333     |        |        |                |        |                |
| Misfit Curve       | 0.501         | -0.039    |        |        |                |        |                |
| <b>NETHERLANDS</b> |               |           |        |        |                |        |                |
| Fit Slope          | 0.252         | -0.055    | 0.078  | -0.133 | -0.083         | 0.058  | 0.1            |
| Fit Curve          | 0.513         | 0.075     |        |        |                |        |                |
| Misfit Slope       | 0.398         | 0.211     |        |        |                |        |                |
| Misfit Curve       | 0.551         | -0.041    |        |        |                |        |                |

Analysis of Variance

| Source             | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|--------------------|----------------|-----|-------------|---------|-------|
| Regression         | 84.646         | 29  | 2.919       | 2.004   | 0.000 |
| Residual ypothesis | 1315.181       | 903 | 1.456       |         |       |

**Risk Averse (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.368 Squared multiple R: 0.136

Adjusted squared multiple R: 0.108 Standard error of estimate: 1.082

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.513          | 0.136          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.864       | 0.171     | 0        |           | 16.723 | 0         |
| F13XCFP            | 0.395       | 0.147     | 0.389    | 0.046     | 2.682  | 0.007     |
| F13XCFV            | -0.22       | 0.16      | -0.184   | 0.054     | -1.378 | 0.168     |
| D1                 | -0.578      | 0.184     | -0.25    | 0.152     | -3.145 | 0.002     |
| D2                 | 0.522       | 0.23      | 0.146    | 0.232     | 2.269  | 0.023     |
| D3                 | -0.265      | 0.217     | -0.082   | 0.215     | -1.225 | 0.221     |
| D4                 | 0.07        | 0.266     | 0.016    | 0.273     | 0.263  | 0.793     |
| F13XCFP*F13XCFP    | -0.022      | 0.07      | -0.037   | 0.065     | -0.309 | 0.758     |
| F13XCFP*F13XCFV    | 0.312       | 0.113     | 0.382    | 0.05      | 2.753  | 0.006     |
| F13XCFV*F13XCFV    | -0.01       | 0.103     | -0.012   | 0.065     | -0.097 | 0.923     |
| D1*F13XCFP         | -0.42       | 0.161     | -0.319   | 0.064     | -2.614 | 0.009     |
| D1*F13XCFV         | 0.387       | 0.174     | 0.252    | 0.074     | 2.22   | 0.027     |
| D2*F13XCFP         | -0.266      | 0.229     | -0.096   | 0.14      | -1.163 | 0.245     |
| D2*F13XCFV         | 0.231       | 0.262     | 0.068    | 0.161     | 0.884  | 0.377     |
| D3*F13XCFP         | -0.289      | 0.189     | -0.11    | 0.185     | -1.534 | 0.125     |
| D3*F13XCFV         | 0.088       | 0.199     | 0.031    | 0.189     | 0.443  | 0.658     |
| D4*F13XCFP         | -0.299      | 0.219     | -0.078   | 0.295     | -1.365 | 0.173     |
| D4*F13XCFV         | 0.32        | 0.216     | 0.077    | 0.354     | 1.481  | 0.139     |
| D1*F13XCFP*F13XCFP | -0.003      | 0.077     | -0.004   | 0.078     | -0.037 | 0.97      |
| D1*F13XCFP*F13XCFV | -0.329      | 0.123     | -0.313   | 0.07      | -2.681 | 0.007     |
| D1*F13XCFV*F13XCFP | 0.039       | 0.111     | 0.039    | 0.076     | 0.349  | 0.727     |
| D2*F13XCFP*F13XCFP | -0.136      | 0.116     | -0.099   | 0.136     | -1.178 | 0.239     |
| D2*F13XCFP*F13XCFV | -0.243      | 0.175     | -0.104   | 0.17      | -1.388 | 0.165     |
| D2*F13XCFV*F13XCFV | -0.071      | 0.164     | -0.032   | 0.179     | -0.434 | 0.664     |
| D3*F13XCFP*F13XCFP | -0.085      | 0.091     | -0.064   | 0.202     | -0.935 | 0.35      |
| D3*F13XCFP*F13XCFV | -0.275      | 0.14      | -0.131   | 0.216     | -1.972 | 0.049     |
| D3*F13XCFV*F13XCFV | -0.06       | 0.126     | -0.037   | 0.161     | -0.477 | 0.634     |
| D4*F13XCFP*F13XCFP | -0.081      | 0.123     | -0.04    | 0.265     | -0.659 | 0.51      |
| D4*F13XCFP*F13XCFV | -0.316      | 0.162     | -0.093   | 0.425     | -1.955 | 0.051     |
| D4*F13XCFV*F13XCFV | 0.007       | 0.142     | 0.003    | 0.292     | 0.052  | 0.959     |

| Country            | P            | Direction | Effect Size |         |                |           |                |
|--------------------|--------------|-----------|-------------|---------|----------------|-----------|----------------|
|                    |              |           | X           | Y       | X <sup>2</sup> | XY        | Y <sup>2</sup> |
| <b>JAPAN</b>       | 0.332        | 0.175     | 0.395 **    | -0.22   | -0.022         | 0.312 **  | -0.01          |
| Fit Slope          | 0.071        | 0.28      |             |         |                |           |                |
| Fit Curve          | <b>0.014</b> | 0.615     |             |         |                |           |                |
| Misfit Slope       | 0.067        | -0.344    |             |         |                |           |                |
| Misfit Curve       |              |           |             |         |                |           |                |
| <b>USA</b>         | 0.867        | 0.142     | -0.025 **   | 0.167 * | -0.025         | -0.017 ** | 0.029          |
| Fit Slope          | 0.07         | -0.013    |             |         |                |           |                |
| Fit Curve          | <b>0.003</b> | 0.582     |             |         |                |           |                |
| Misfit Slope       | 0.079        | 0.021     |             |         |                |           |                |
| Misfit Curve       |              |           |             |         |                |           |                |
| <b>BRAZIL</b>      | 0.889        | 0.14      | 0.129       | 0.011   | -0.158         | 0.069     | -0.081         |
| Fit Slope          | <b>0.017</b> | -0.17     |             |         |                |           |                |
| Fit Curve          | 0.241        | 0.118     |             |         |                |           |                |
| Misfit Slope       | 0.915        | -0.308    |             |         |                |           |                |
| Misfit Curve       |              |           |             |         |                |           |                |
| <b>GB</b>          | 0.357        | -0.026    | 0.106       | -0.132  | -0.107         | 0.037 *   | -0.07          |
| Fit Slope          | <b>0.022</b> | -0.14     |             |         |                |           |                |
| Fit Curve          | 0.238        | 0.238     |             |         |                |           |                |
| Misfit Slope       | 0.576        | -0.214    |             |         |                |           |                |
| Misfit Curve       |              |           |             |         |                |           |                |
| <b>NETHERLANDS</b> | 0.939        | 0.196     | 0.096       | 0.1     | -0.103         | -0.004    | -0.003         |
| Fit Slope          | 0.085        | -0.11     |             |         |                |           |                |
| Fit Curve          | 0.068        | -0.004    |             |         |                |           |                |
| Misfit Slope       | 0.361        | -0.102    |             |         |                |           |                |
| Misfit Curve       |              |           |             |         |                |           |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 165.556        | 29  | 5.709       | 4.881   | 0.000 |
| Residual   | 1056.255       | 903 | 1.17        |         |       |
| pothesis   |                |     |             |         |       |

**Unreliable/Unintelligent (IV) and Loner (DV)**

Dep Var: F08RAWFP N: 933 Multiple R: 0.292 Squared multiple R: 0.085

Adjusted squared multiple R: 0.056 Standard error of estimate: 1.152

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 2.757          | 0.085          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.31        | 0.154     | 0        |           | 14.988 | 0         |
| F10XCFP            | 0.116       | 0.199     | 0.078    | 0.056     | 0.583  | 0.56      |
| F10XCFV            | 0.349       | 0.291     | 0.167    | 0.052     | 1.199  | 0.231     |
| D1                 | -0.136      | 0.167     | -0.057   | 0.208     | -0.815 | 0.416     |
| D2                 | 0.336       | 0.227     | 0.091    | 0.27      | 1.482  | 0.139     |
| D3                 | 0.233       | 0.206     | 0.069    | 0.27      | 1.134  | 0.257     |
| D4                 | -0.223      | 0.261     | -0.048   | 0.323     | -0.854 | 0.393     |
| F10XCFP*F10XCFP    | 0.078       | 0.075     | 0.084    | 0.155     | 1.046  | 0.296     |
| F10XCFP*F10XCFV    | -0.368      | 0.226     | -0.17    | 0.093     | -1.626 | 0.104     |
| F10XCFV*F10XCFV    | 0.175       | 0.227     | 0.081    | 0.093     | 0.774  | 0.439     |
| D1*F10XCFP         | -0.304      | 0.211     | -0.144   | 0.102     | -1.442 | 0.15      |
| D1*F10XCFV         | -0.339      | 0.305     | -0.123   | 0.083     | -1.111 | 0.267     |
| D2*F10XCFP         | -0.021      | 0.257     | -0.004   | 0.346     | -0.082 | 0.935     |
| D2*F10XCFV         | -0.06       | 0.367     | -0.009   | 0.307     | -0.165 | 0.869     |
| D3*F10XCFP         | 0.153       | 0.25      | 0.035    | 0.308     | 0.613  | 0.54      |
| D3*F10XCFV         | -0.763      | 0.344     | -0.139   | 0.256     | -2.216 | 0.027     |
| D4*F10XCFP         | -0.219      | 0.315     | -0.039   | 0.32      | -0.696 | 0.487     |
| D4*F10XCFV         | -0.552      | 0.433     | -0.07    | 0.341     | -1.275 | 0.203     |
| D1*F10XCFP*F10XCFP | -0.05       | 0.096     | -0.029   | 0.32      | -0.518 | 0.604     |
| D1*F10XCFP*F10XCFV | 0.357       | 0.254     | 0.106    | 0.178     | 1.403  | 0.161     |
| D1*F10XCFV*F10XCFV | -0.196      | 0.245     | -0.075   | 0.115     | -0.798 | 0.425     |
| D2*F10XCFP*F10XCFP | -0.782      | 0.212     | -0.179   | 0.433     | -3.693 | 0         |
| D2*F10XCFP*F10XCFV | 0.516       | 0.412     | 0.057    | 0.497     | 1.252  | 0.211     |
| D2*F10XCFV*F10XCFV | -0.153      | 0.337     | -0.024   | 0.355     | -0.453 | 0.651     |
| D3*F10XCFP*F10XCFP | 0.054       | 0.185     | 0.014    | 0.443     | 0.291  | 0.771     |
| D3*F10XCFP*F10XCFV | 0.173       | 0.331     | 0.026    | 0.401     | 0.524  | 0.601     |
| D3*F10XCFV*F10XCFV | -0.332      | 0.303     | -0.064   | 0.294     | -1.097 | 0.273     |
| D4*F10XCFP*F10XCFP | -0.257      | 0.214     | -0.062   | 0.374     | -1.198 | 0.231     |
| D4*F10XCFP*F10XCFV | 0.239       | 0.527     | 0.024    | 0.369     | 0.454  | 0.65      |
| D4*F10XCFV*F10XCFV | 0.466       | 0.455     | 0.054    | 0.361     | 1.023  | 0.306     |

|                    | P     | Direction | Effect Size |          |                |        |                |  |
|--------------------|-------|-----------|-------------|----------|----------------|--------|----------------|--|
|                    |       |           | X           | Y        | X <sup>2</sup> | XY     | Y <sup>2</sup> |  |
| <b>JAPAN</b>       |       |           |             |          |                |        |                |  |
| Fit Slope          | 0.104 | 0.465     | 0.116       | 0.349    | 0.078          | -0.368 | 0.175          |  |
| Fit Curve          | 0.672 | -0.115    |             |          |                |        |                |  |
| Misfit Slope       | 0.568 | -0.233    |             |          |                |        |                |  |
| Misfit Curve       | 0.083 | 0.621     |             |          |                |        |                |  |
| <b>USA</b>         |       |           |             |          |                |        |                |  |
| Fit Slope          | 0.035 | -0.178    | -0.188      | 0.01     | 0.028          | -0.011 | -0.021         |  |
| Fit Curve          | 0.712 | -0.004    |             |          |                |        |                |  |
| Misfit Slope       | 0.936 | -0.876    |             |          |                |        |                |  |
| Misfit Curve       | 0.133 | 0.018     |             |          |                |        |                |  |
| <b>BRAZIL</b>      |       |           |             |          |                |        |                |  |
| Fit Slope          | 0.824 | 0.384     | 0.095       | 0.289    | -0.704 ***     | 0.148  | 0.022          |  |
| Fit Curve          | 0.356 | -0.534    |             |          |                |        |                |  |
| Misfit Slope       | 0.939 | -0.194    |             |          |                |        |                |  |
| Misfit Curve       | 0.034 | -0.83     |             |          |                |        |                |  |
| <b>GB</b>          |       |           |             |          |                |        |                |  |
| Fit Slope          | 0.084 | -0.145    | 0.269       | -0.414 * | 0.132          | -0.195 | -0.157         |  |
| Fit Curve          | 0.782 | -0.22     |             |          |                |        |                |  |
| Misfit Slope       | 0.061 | 0.683     |             |          |                |        |                |  |
| Misfit Curve       | 0.413 | 0.17      |             |          |                |        |                |  |
| <b>NETHERLANDS</b> |       |           |             |          |                |        |                |  |
| Fit Slope          | 0.054 | -0.306    | -0.103      | -0.203   | -0.179         | -0.129 | 0.641          |  |
| Fit Curve          | 0.371 | 0.333     |             |          |                |        |                |  |
| Misfit Slope       | 0.605 | 0.1       |             |          |                |        |                |  |
| Misfit Curve       | 0.975 | 0.591     |             |          |                |        |                |  |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 111.32         | 29  | 3.839       | 2.894   | 0.000 |
| Residual   | 1197.92        | 903 | 1.327       |         |       |

**Unreliable/Unintelligent (IV) and Integrity (DV)**

Dep Var: F03RAWFP N: 933 Multiple R: 0.348 Squared multiple R: 0.121

Adjusted squared multiple R: 0.093 Standard error of estimate: 0.927

| $F_c$ | $R^2$ | Whole    | Culture |
|-------|-------|----------|---------|
|       |       | Equation | Matters |
| P     | P     | P        | P       |
| 3.667 | 0.121 | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.822       | 0.124     | 0        |           | 46.929 | 0         |
| F10XCFP            | -0.32       | 0.16      | -0.263   | 0.056     | -2.001 | 0.046     |
| F10XCFV            | -0.025      | 0.234     | -0.014   | 0.052     | -0.105 | 0.917     |
| D1                 | 0.267       | 0.135     | 0.136    | 0.208     | 1.987  | 0.047     |
| D2                 | 0.013       | 0.183     | 0.004    | 0.27      | 0.072  | 0.942     |
| D3                 | -0.149      | 0.166     | -0.054   | 0.27      | -0.899 | 0.369     |
| D4                 | 0.334       | 0.21      | 0.087    | 0.323     | 1.591  | 0.112     |
| F10XCFP*F10XCFP    | -0.029      | 0.06      | -0.039   | 0.155     | -0.487 | 0.627     |
| F10XCFP*F10XCFV    | 0.234       | 0.182     | 0.131    | 0.093     | 1.281  | 0.2       |
| F10XCFV*F10XCFV    | -0.321      | 0.182     | -0.18    | 0.093     | -1.763 | 0.078     |
| D1*F10XCFP         | 0.346       | 0.17      | 0.199    | 0.102     | 2.035  | 0.042     |
| D1*F10XCFV         | 0.027       | 0.245     | 0.012    | 0.083     | 0.108  | 0.914     |
| D2*F10XCFP         | 0.519       | 0.207     | 0.133    | 0.346     | 2.512  | 0.012     |
| D2*F10XCFV         | -0.228      | 0.296     | -0.043   | 0.307     | -0.771 | 0.441     |
| D3*F10XCFP         | 0.084       | 0.202     | 0.023    | 0.308     | 0.417  | 0.677     |
| D3*F10XCFV         | 0.087       | 0.277     | 0.019    | 0.256     | 0.314  | 0.753     |
| D4*F10XCFP         | 0.413       | 0.253     | 0.09     | 0.32      | 1.631  | 0.103     |
| D4*F10XCFV         | -0.2        | 0.348     | -0.031   | 0.341     | -0.573 | 0.567     |
| D1*F10XCFP*F10XCFP | 0.015       | 0.077     | 0.011    | 0.32      | 0.193  | 0.847     |
| D1*F10XCFP*F10XCFV | -0.33       | 0.205     | -0.119   | 0.178     | -1.612 | 0.107     |
| D1*F10XCFV*F10XCFV | 0.409       | 0.197     | 0.191    | 0.115     | 2.072  | 0.039     |
| D2*F10XCFP*F10XCFP | 0.388       | 0.171     | 0.108    | 0.433     | 2.273  | 0.023     |
| D2*F10XCFP*F10XCFV | -0.351      | 0.332     | -0.047   | 0.497     | -1.057 | 0.291     |
| D2*F10XCFV*F10XCFV | 0.383       | 0.272     | 0.074    | 0.355     | 1.41   | 0.159     |
| D3*F10XCFP*F10XCFP | 0.037       | 0.149     | 0.012    | 0.443     | 0.248  | 0.804     |
| D3*F10XCFP*F10XCFV | -0.169      | 0.267     | -0.031   | 0.401     | -0.635 | 0.526     |
| D3*F10XCFV*F10XCFV | 0.513       | 0.244     | 0.121    | 0.294     | 2.103  | 0.036     |
| D4*F10XCFP*F10XCFP | 0.151       | 0.173     | 0.045    | 0.374     | 0.874  | 0.383     |
| D4*F10XCFP*F10XCFV | 0.141       | 0.424     | 0.017    | 0.369     | 0.332  | 0.74      |
| D4*F10XCFV*F10XCFV | -0.054      | 0.366     | -0.008   | 0.361     | -0.148 | 0.882     |

| Country     | P            | Direction | Effect Size |        |          |        |        |
|-------------|--------------|-----------|-------------|--------|----------|--------|--------|
|             |              |           | X           | Y      | $\chi^2$ | XY     | $Y^2$  |
| JAPAN       | 0.134        | -0.345    | -0.32 *     | -0.025 | -0.029   | 0.234  | -0.321 |
|             | 0.59         | -0.116    |             |        |          |        |        |
|             | 0.369        | -0.295    |             |        |          |        |        |
|             | <b>0.043</b> | -0.584    |             |        |          |        |        |
| USA         | 0.129        | 0.028     | 0.026 *     | 0.002  | -0.014   | -0.096 | 0.088  |
|             | 0.699        | -0.022    |             |        |          |        |        |
|             | 0.354        | 0.078     |             |        |          |        |        |
|             | <b>0.02</b>  | 0.17      |             |        |          |        |        |
| BRAZIL      | 0.323        | -0.054    | 0.199 *     | -0.253 | 0.359 *  | -0.117 | 0.062  |
|             | 0.25         | 0.304     |             |        |          |        |        |
|             | 0.073        | 0.452     |             |        |          |        |        |
|             | <b>0.041</b> | 0.538     |             |        |          |        |        |
| GB          | 0.546        | -0.174    | -0.236      | 0.062  | 0.008    | 0.065  | 0.192  |
|             | 0.213        | 0.265     |             |        |          |        |        |
|             | 0.994        | -0.298    |             |        |          |        |        |
|             | 0.106        | 0.135     |             |        |          |        |        |
| NETHERLANDS | 0.506        | -0.132    | 0.093       | -0.225 | 0.122    | 0.375  | -0.375 |
|             | 0.556        | 0.122     |             |        |          |        |        |
|             | 0.237        | 0.318     |             |        |          |        |        |
|             | 0.953        | -0.628    |             |        |          |        |        |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 106.65         | 29  | 3.678       | 4.278   | 0.000 |
| Residual   | 776.318        | 903 | 0.86        |         |       |
| Hypothesis |                |     |             |         |       |

Unreliable/Unintelligent (IV) and Team Building (DV)

Dep Var: F19RAWFP N: 933 Multiple R: 0.379 Squared multiple R: 0.144

Adjusted squared multiple R: 0.116 Standard error of estimate: 0.919

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 4.776          | 0.144          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.128       | 0.123     | 0        |           | 41.712 | 0         |
| F10XCFP            | -0.237      | 0.159     | -0.193   | 0.056     | -1.491 | 0.136     |
| F10XCFV            | -0.207      | 0.232     | -0.12    | 0.052     | -0.893 | 0.372     |
| D1                 | 0.545       | 0.133     | 0.276    | 0.208     | 4.083  | 0         |
| D2                 | 0.155       | 0.181     | 0.051    | 0.27      | 0.855  | 0.393     |
| D3                 | 0.139       | 0.164     | 0.05     | 0.27      | 0.845  | 0.398     |
| D4                 | 0.52        | 0.208     | 0.135    | 0.323     | 2.498  | 0.013     |
| F10XCFP*F10XCFP    | -0.042      | 0.06      | -0.055   | 0.155     | -0.703 | 0.482     |
| F10XCFP*F10XCFV    | 0.32        | 0.181     | 0.179    | 0.093     | 1.774  | 0.076     |
| F10XCFV*F10XCFV    | -0.044      | 0.181     | -0.025   | 0.093     | -0.246 | 0.806     |
| D1*F10XCFP         | 0.346       | 0.168     | 0.198    | 0.102     | 2.055  | 0.04      |
| D1*F10XCFV         | 0.275       | 0.243     | 0.121    | 0.083     | 1.13   | 0.259     |
| D2*F10XCFP         | 0.324       | 0.205     | 0.083    | 0.346     | 1.583  | 0.114     |
| D2*F10XCFV         | -0.028      | 0.293     | -0.005   | 0.307     | -0.097 | 0.923     |
| D3*F10XCFP         | -0.113      | 0.2       | -0.031   | 0.308     | -0.564 | 0.573     |
| D3*F10XCFV         | 0.382       | 0.275     | 0.085    | 0.256     | 1.391  | 0.165     |
| D4*F10XCFP         | 0.455       | 0.251     | 0.099    | 0.32      | 1.812  | 0.07      |
| D4*F10XCFV         | 0.216       | 0.345     | 0.033    | 0.341     | 0.625  | 0.532     |
| D1*F10XCFP*F10XCFP | -0.018      | 0.076     | -0.013   | 0.32      | -0.24  | 0.81      |
| D1*F10XCFP*F10XCFV | -0.401      | 0.203     | -0.144   | 0.178     | -1.974 | 0.049     |
| D1*F10XCFV*F10XCFV | 0.163       | 0.196     | 0.076    | 0.115     | 0.832  | 0.405     |
| D2*F10XCFP*F10XCFP | 0.516       | 0.169     | 0.433    | 0.433     | 3.05   | 0.002     |
| D2*F10XCFP*F10XCFV | -0.069      | 0.329     | -0.009   | 0.497     | -0.209 | 0.835     |
| D2*F10XCFV*F10XCFV | 0.064       | 0.269     | 0.012    | 0.355     | 0.239  | 0.811     |
| D3*F10XCFP*F10XCFP | -0.053      | 0.148     | -0.017   | 0.443     | -0.362 | 0.718     |
| D3*F10XCFP*F10XCFV | -0.392      | 0.264     | -0.072   | 0.401     | -1.484 | 0.138     |
| D3*F10XCFV*F10XCFV | 0.265       | 0.242     | 0.062    | 0.294     | 1.095  | 0.274     |
| D4*F10XCFP*F10XCFP | 0.145       | 0.171     | 0.043    | 0.374     | 0.849  | 0.396     |
| D4*F10XCFP*F10XCFV | 0.079       | 0.42      | 0.01     | 0.369     | 0.188  | 0.851     |
| D4*F10XCFV*F10XCFV | -0.704      | 0.363     | -0.099   | 0.361     | -1.938 | 0.053     |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.052        | -0.444    | -0.237 | -0.207 | -0.042         | 0.32   | -0.044         |
| Fit Curve          | 0.278        | 0.234     |        |        |                |        |                |
| Misfit Slope       | 0.929        | -0.03     |        |        |                |        |                |
| Misfit Curve       | 0.155        | -0.406    |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.011</b> | 0.177     | 0.109  | 0.068  | -0.06          | -0.081 | 0.119          |
| Fit Curve          | 0.287        | -0.022    |        |        |                |        |                |
| Misfit Slope       | 0.835        | 0.591     |        |        |                |        |                |
| Misfit Curve       | 0.089        | 0.14      |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.312        | -0.148    | 0.087  | -0.235 | 0.474          | 0.251  | 0.02           |
| Fit Curve          | 0.158        | 0.745     |        |        |                |        |                |
| Misfit Slope       | 0.393        | 0.322     |        |        |                |        |                |
| Misfit Curve       | 0.233        | 0.243     |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.338        | -0.175    | -0.35  | 0.175  | -0.095         | -0.072 | 0.221          |
| Fit Curve          | 0.55         | 0.054     |        |        |                |        |                |
| Misfit Slope       | 0.205        | -0.525    |        |        |                |        |                |
| Misfit Curve       | 0.171        | 0.198     |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | <b>0.035</b> | 0.227     | 0.218  | 0.009  | 0.103          | 0.399  | -0.748         |
| Fit Curve          | 0.23         | -0.246    |        |        |                |        |                |
| Misfit Slope       | 0.642        | 0.209     |        |        |                |        |                |
| Misfit Curve       | 0.395        | -1.044    |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 127.966        | 29  | 4.413       | 5.225   | 0.000 |
| Residual   | 762.565        | 903 | 0.844       |         |       |
| Hypothesis |                |     |             |         |       |

Unreliable/Unintelligent (IV) and Elitist (DV)

Dep Var: F16RAWFP N: 933 Multiple R: 0.400 Squared multiple R: 0.160

Adjusted squared multiple R: 0.133 Standard error of estimate: 1.066

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.827          | 0.160          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.786       | 0.143     | 0        |           | 19.533 | 0         |
| F10XCFP            | -0.112      | 0.184     | -0.078   | 0.056     | -0.61  | 0.542     |
| F10XCFV            | 0.345       | 0.27      | 0.171    | 0.052     | 1.279  | 0.201     |
| D1                 | -0.604      | 0.155     | -0.261   | 0.208     | -3.904 | 0         |
| D2                 | 0.324       | 0.21      | 0.091    | 0.27      | 1.544  | 0.123     |
| D3                 | -0.237      | 0.19      | -0.073   | 0.27      | -1.242 | 0.214     |
| D4                 | 0.086       | 0.241     | 0.019    | 0.323     | 0.357  | 0.721     |
| F10XCFP*F10XCFP    | 0.154       | 0.069     | 0.171    | 0.155     | 2.217  | 0.027     |
| F10XCFP*F10XCFV    | -0.431      | 0.21      | -0.206   | 0.093     | -2.058 | 0.04      |
| F10XCFV*F10XCFV    | 0.139       | 0.21      | 0.066    | 0.093     | 0.665  | 0.506     |
| D1*F10XCFP         | 0.053       | 0.195     | 0.026    | 0.102     | 0.27   | 0.787     |
| D1*F10XCFV         | -0.248      | 0.282     | -0.093   | 0.083     | -0.88  | 0.379     |
| D2*F10XCFP         | 0.171       | 0.238     | 0.037    | 0.346     | 0.718  | 0.473     |
| D2*F10XCFV         | -0.199      | 0.34      | -0.032   | 0.307     | -0.587 | 0.557     |
| D3*F10XCFP         | 0.278       | 0.232     | 0.066    | 0.308     | 1.201  | 0.23      |
| D3*F10XCFV         | -0.632      | 0.319     | -0.12    | 0.256     | -1.983 | 0.048     |
| D4*F10XCFP         | -0.242      | 0.291     | -0.045   | 0.32      | -0.833 | 0.405     |
| D4*F10XCFV         | -0.248      | 0.401     | -0.032   | 0.341     | -0.619 | 0.536     |
| D1*F10XCFP*F10XCFP | -0.156      | 0.089     | -0.095   | 0.32      | -1.759 | 0.079     |
| D1*F10XCFP*F10XCFV | 0.52        | 0.235     | 0.16     | 0.178     | 2.209  | 0.027     |
| D1*F10XCFV*F10XCFV | -0.065      | 0.227     | -0.026   | 0.115     | -0.288 | 0.773     |
| D2*F10XCFP*F10XCFP | -0.158      | 0.196     | -0.037   | 0.433     | -0.806 | 0.42      |
| D2*F10XCFP*F10XCFV | 0.026       | 0.382     | 0.003    | 0.497     | 0.069  | 0.945     |
| D2*F10XCFV*F10XCFV | 0.097       | 0.312     | 0.016    | 0.355     | 0.312  | 0.755     |
| D3*F10XCFP*F10XCFP | -0.325      | 0.171     | -0.087   | 0.443     | -1.898 | 0.058     |
| D3*F10XCFP*F10XCFV | 0.392       | 0.307     | 0.062    | 0.401     | 1.277  | 0.202     |
| D3*F10XCFV*F10XCFV | -0.09       | 0.281     | -0.018   | 0.294     | -0.321 | 0.748     |
| D4*F10XCFP*F10XCFP | -0.316      | 0.198     | -0.079   | 0.374     | -1.592 | 0.112     |
| D4*F10XCFP*F10XCFV | -0.128      | 0.487     | -0.013   | 0.369     | -0.262 | 0.793     |
| D4*F10XCFV*F10XCFV | 0.48        | 0.421     | 0.058    | 0.361     | 1.14   | 0.255     |

| Effect Size        | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
|                    |              |           |        |        |                |        |                |
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.379        | 0.233     | -0.112 | 0.345  | 0.154          | -0.431 | 0.139          |
| Fit Curve          | 0.581        | -0.138    |        |        |                |        |                |
| Misfit Slope       | 0.228        | -0.457    |        |        |                |        |                |
| Misfit Curve       | <b>0.029</b> | 0.724     |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | 0.486        | 0.038     | -0.059 | 0.097  | -0.002         | 0.089  | 0.074          |
| Fit Curve          | 0.284        | 0.161     |        |        |                |        |                |
| Misfit Slope       | 0.447        | -0.652    |        |        |                |        |                |
| Misfit Curve       | <b>0.046</b> | -0.017    |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.933        | 0.205     | 0.059  | 0.146  | -0.004         | -0.405 | 0.236          |
| Fit Curve          | 0.934        | -0.173    |        |        |                |        |                |
| Misfit Slope       | 0.439        | -0.087    |        |        |                |        |                |
| Misfit Curve       | 0.89         | 0.637     |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.278        | -0.121    | 0.166  | -0.287 | -0.171         | -0.039 | 0.049          |
| Fit Curve          | 0.947        | -0.161    |        |        |                |        |                |
| Misfit Slope       | <b>0.044</b> | 0.453     |        |        |                |        |                |
| Misfit Curve       | 0.115        | -0.083    |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.184        | -0.257    | -0.354 | 0.097  | -0.162         | -0.559 | 0.619          |
| Fit Curve          | 0.937        | -0.102    |        |        |                |        |                |
| Misfit Slope       | 0.993        | -0.451    |        |        |                |        |                |
| Misfit Curve       | 0.737        | 1.016     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 195.397        | 29  | 6.738       | 5.928   | 0.000 |
| Residual   | 1026.414       | 903 | 1.137       |         |       |
| Hypothesis |                |     |             |         |       |



Unreliable/Unintelligent (IV) and Autocratic (DV)

Dep Var: F05RAWFP N: 933 Multiple R: 0.354 Squared multiple R: 0.126

Adjusted squared multiple R: 0.098 Standard error of estimate: 1.248

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.601          | 0.126          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.278       | 0.167     | 0        |           | 13.642 | 0         |
| F10XCFP            | 0.053       | 0.215     | 0.032    | 0.056     | 0.245  | 0.806     |
| F10XCFV            | 0.149       | 0.316     | 0.064    | 0.052     | 0.472  | 0.637     |
| D1                 | -0.033      | 0.181     | -0.013   | 0.208     | -0.184 | 0.854     |
| D2                 | 0.859       | 0.246     | 0.209    | 0.27      | 3.494  | 0         |
| D3                 | 0.473       | 0.223     | 0.127    | 0.27      | 2.124  | 0.034     |
| D4                 | 0.027       | 0.283     | 0.005    | 0.323     | 0.097  | 0.923     |
| F10XCFP*F10XCFP    | 0.169       | 0.081     | 0.165    | 0.155     | 2.087  | 0.037     |
| F10XCFP*F10XCFV    | -0.37       | 0.245     | -0.154   | 0.093     | -1.508 | 0.132     |
| F10XCFV*F10XCFV    | 0.349       | 0.245     | 0.145    | 0.093     | 1.422  | 0.156     |
| D1*F10XCFP         | -0.231      | 0.229     | -0.098   | 0.102     | -1.011 | 0.312     |
| D1*F10XCFV         | -0.269      | 0.33      | -0.088   | 0.083     | -0.814 | 0.416     |
| D2*F10XCFP         | -0.286      | 0.278     | -0.054   | 0.346     | -1.027 | 0.305     |
| D2*F10XCFV         | -0.089      | 0.398     | -0.013   | 0.307     | -0.224 | 0.823     |
| D3*F10XCFP         | 0.321       | 0.271     | 0.066    | 0.308     | 1.183  | 0.237     |
| D3*F10XCFV         | -0.45       | 0.373     | -0.074   | 0.256     | -1.206 | 0.228     |
| D4*F10XCFP         | -0.572      | 0.341     | -0.092   | 0.32      | -1.679 | 0.093     |
| D4*F10XCFV         | 0.035       | 0.469     | 0.004    | 0.341     | 0.074  | 0.941     |
| D1*F10XCFP*F10XCFP | -0.051      | 0.104     | -0.027   | 0.32      | -0.493 | 0.622     |
| D1*F10XCFP*F10XCFV | 0.47        | 0.276     | 0.126    | 0.178     | 1.706  | 0.088     |
| D1*F10XCFV*F10XCFV | -0.366      | 0.266     | -0.126   | 0.115     | -1.377 | 0.169     |
| D2*F10XCFP*F10XCFP | -0.283      | 0.23      | -0.058   | 0.433     | -1.234 | 0.218     |
| D2*F10XCFP*F10XCFV | 0.16        | 0.447     | 0.016    | 0.497     | 0.358  | 0.72      |
| D2*F10XCFV*F10XCFV | -0.029      | 0.366     | -0.004   | 0.355     | -0.08  | 0.936     |
| D3*F10XCFP*F10XCFP | -0.23       | 0.2       | -0.054   | 0.443     | -1.149 | 0.251     |
| D3*F10XCFP*F10XCFV | 0.137       | 0.359     | 0.019    | 0.401     | 0.38   | 0.704     |
| D3*F10XCFV*F10XCFV | -0.346      | 0.328     | -0.061   | 0.294     | -1.055 | 0.292     |
| D4*F10XCFP*F10XCFP | 0.023       | 0.232     | 0.005    | 0.374     | 0.099  | 0.921     |
| D4*F10XCFP*F10XCFV | -0.891      | 0.571     | -0.08    | 0.369     | -1.562 | 0.119     |
| D4*F10XCFV*F10XCFV | 0.423       | 0.493     | 0.044    | 0.361     | 0.858  | 0.391     |

| Effect Size        | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
|                    |              |           |        |        |                |        |                |
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.514        | 0.202     | 0.053  | 0.149  | 0.169          | -0.37  | 0.349          |
| Fit Curve          | 0.612        | 0.148     |        |        |                |        |                |
| Misfit Slope       | 0.828        | -0.096    |        |        |                |        |                |
| Misfit Curve       | <b>0.022</b> | 0.888     |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | 0.129        | -0.298    | -0.178 | -0.12  | 0.118          | 0.1    | -0.017         |
| Fit Curve          | 0.87         | 0.201     |        |        |                |        |                |
| Misfit Slope       | 0.935        | -0.596    |        |        |                |        |                |
| Misfit Curve       | <b>0.041</b> | 0.001     |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.345        | -0.173    | -0.233 | 0.06   | -0.114         | -0.21  | 0.32           |
| Fit Curve          | 0.756        | -0.004    |        |        |                |        |                |
| Misfit Slope       | 0.726        | -0.293    |        |        |                |        |                |
| Misfit Curve       | 0.523        | 0.416     |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.736        | 0.073     | 0.374  | -0.301 | -0.061         | -0.233 | 0.003          |
| Fit Curve          | 0.284        | -0.291    |        |        |                |        |                |
| Misfit Slope       | 0.146        | 0.675     |        |        |                |        |                |
| Misfit Curve       | 0.233        | 0.175     |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.214        | -0.335    | -0.519 | 0.184  | 0.192          | -1.261 | 0.772          |
| Fit Curve          | 0.411        | -0.297    |        |        |                |        |                |
| Misfit Slope       | 0.384        | -0.703    |        |        |                |        |                |
| Misfit Curve       | 0.189        | 2.225     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 202.065        | 29  | 6.968       | 4.474   | 0.000 |
| Residual   | 1406.316       | 903 | 1.557       |         |       |
| Hypothesis |                |     |             |         |       |

Indirect (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.298 Squared multiple R: 0.089

Adjusted squared multiple R: 0.060 Standard error of estimate: 1.329

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 3.352          | 0.089          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.625       | 0.203     | 0        |           | 12.946 | 0         |
| F18XCFP            | 0.155       | 0.152     | 0.143    | 0.052     | 1.026  | 0.305     |
| F18XCFV            | 0.002       | 0.185     | 0.002    | 0.064     | 0.013  | 0.99      |
| D1                 | -0.301      | 0.218     | -0.109   | 0.163     | -1.383 | 0.167     |
| D2                 | 0.041       | 0.286     | 0.01     | 0.226     | 0.144  | 0.886     |
| D3                 | 0.083       | 0.269     | 0.021    | 0.21      | 0.307  | 0.759     |
| D4                 | -0.114      | 0.296     | -0.021   | 0.334     | -0.385 | 0.7       |
| F18XCFP*F18XCFP    | 0.147       | 0.059     | 0.293    | 0.072     | 2.472  | 0.014     |
| F18XCFP*F18XCFV    | 0.081       | 0.137     | 0.073    | 0.065     | 0.589  | 0.556     |
| F18XCFV*F18XCFV    | 0.475       | 0.184     | 0.445    | 0.034     | 2.589  | 0.01      |
| D1*F18XCFP         | -0.171      | 0.165     | -0.118   | 0.078     | -1.039 | 0.299     |
| D1*F18XCFV         | -0.026      | 0.197     | -0.013   | 0.095     | -0.131 | 0.896     |
| D2*F18XCFP         | -0.234      | 0.204     | -0.074   | 0.24      | -1.143 | 0.253     |
| D2*F18XCFV         | -0.197      | 0.243     | -0.044   | 0.346     | -0.809 | 0.419     |
| D3*F18XCFP         | -0.088      | 0.198     | -0.031   | 0.212     | -0.444 | 0.657     |
| D3*F18XCFV         | -0.187      | 0.229     | -0.051   | 0.257     | -0.817 | 0.414     |
| D4*F18XCFP         | -0.564      | 0.234     | -0.14    | 0.297     | -2.405 | 0.016     |
| D4*F18XCFV         | -0.015      | 0.286     | -0.003   | 0.426     | -0.053 | 0.958     |
| D1*F18XCFP*F18XCFP | -0.156      | 0.066     | -0.246   | 0.092     | -2.356 | 0.019     |
| D1*F18XCFP*F18XCFV | -0.076      | 0.144     | -0.057   | 0.087     | -0.526 | 0.599     |
| D1*F18XCFV*F18XCFV | -0.439      | 0.191     | -0.338   | 0.047     | -2.302 | 0.022     |
| D2*F18XCFP*F18XCFP | -0.215      | 0.09      | -0.16    | 0.225     | -2.388 | 0.017     |
| D2*F18XCFP*F18XCFV | -0.238      | 0.196     | -0.064   | 0.363     | -1.213 | 0.225     |
| D2*F18XCFV*F18XCFV | -0.203      | 0.23      | -0.066   | 0.182     | -0.881 | 0.378     |
| D3*F18XCFP*F18XCFP | -0.204      | 0.087     | -0.161   | 0.214     | -2.352 | 0.019     |
| D3*F18XCFP*F18XCFV | -0.002      | 0.175     | -0.001   | 0.317     | -0.014 | 0.989     |
| D3*F18XCFV*F18XCFV | -0.441      | 0.204     | -0.215   | 0.102     | -2.164 | 0.031     |
| D4*F18XCFP*F18XCFP | -0.028      | 0.093     | -0.019   | 0.248     | -0.301 | 0.764     |
| D4*F18XCFP*F18XCFV | -0.251      | 0.242     | -0.055   | 0.363     | -1.036 | 0.3       |
| D4*F18XCFV*F18XCFV | -0.432      | 0.226     | -0.155   | 0.153     | -1.909 | 0.057     |

| Country            | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> | Effect Size |           |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|-------------|-----------|
|                    |              |           |        |        |                |        |                | P           | Direction |
| <b>JAPAN</b>       |              |           |        |        |                |        |                |             |           |
| Fit Slope          | 0.502        | 0.157     | 0.155  | 0.002  | 0.147          | 0.081  | 0.475          |             |           |
| Fit Curve          | <b>0.002</b> | 0.703     |        |        |                |        |                |             |           |
| Misfit Slope       | 0.529        | 0.153     |        |        |                |        |                |             |           |
| Misfit Curve       | <b>0.021</b> | 0.541     |        |        |                |        |                |             |           |
| <b>USA</b>         |              |           |        |        |                |        |                |             |           |
| Fit Slope          | 0.427        | -0.04     | -0.016 | -0.024 | -0.009         | 0.005  | 0.036          |             |           |
| Fit Curve          | <b>0.004</b> | 0.032     |        |        |                |        |                |             |           |
| Misfit Slope       | 0.584        | -0.044    |        |        |                |        |                |             |           |
| Misfit Curve       | <b>0.037</b> | 0.022     |        |        |                |        |                |             |           |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |             |           |
| Fit Slope          | 0.145        | -0.274    | -0.079 | -0.195 | -0.068         | -0.157 | 0.272          |             |           |
| Fit Curve          | <b>0.017</b> | 0.047     |        |        |                |        |                |             |           |
| Misfit Slope       | 0.914        | 0.116     |        |        |                |        |                |             |           |
| Misfit Curve       | 0.609        | 0.361     |        |        |                |        |                |             |           |
| <b>GB</b>          |              |           |        |        |                |        |                |             |           |
| Fit Slope          | 0.333        | -0.118    | 0.067  | -0.185 | -0.057         | 0.079  | 0.034          |             |           |
| Fit Curve          | <b>0.013</b> | 0.056     |        |        |                |        |                |             |           |
| Misfit Slope       | 0.757        | 0.252     |        |        |                |        |                |             |           |
| Misfit Curve       | <b>0.031</b> | -0.102    |        |        |                |        |                |             |           |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |             |           |
| Fit Slope          | 0.119        | -0.422    | -0.409 | -0.013 | 0.119          | -0.17  | 0.043          |             |           |
| Fit Curve          | 0.063        | -0.008    |        |        |                |        |                |             |           |
| Misfit Slope       | 0.137        | -0.396    |        |        |                |        |                |             |           |
| Misfit Curve       | 0.469        | 0.332     |        |        |                |        |                |             |           |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 155.743        | 29  | 5.37        | 3.042   | 0.000 |
| Residual   | 1594.276       | 903 | 1.766       |         |       |

**Loner (IV) and Performance Orientation (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.429 Squared multiple R: 0.184

Adjusted squared multiple R: 0.158 Standard error of estimate: 0.781

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 4.963          | 0.184          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.447       | 0.118     | 0        |           | 45.976 | 0         |
| F08XCFP            | -0.079      | 0.124     | -0.11    | 0.03      | -0.635 | 0.525     |
| F08XCFV            | -0.14       | 0.148     | -0.129   | 0.048     | -0.945 | 0.345     |
| D1                 | 0.635       | 0.127     | 0.369    | 0.165     | 4.992  | 0         |
| D2                 | 0.374       | 0.16      | 0.141    | 0.251     | 2.344  | 0.019     |
| D3                 | 0.492       | 0.156     | 0.204    | 0.216     | 3.156  | 0.002     |
| D4                 | -0.006      | 0.194     | -0.002   | 0.269     | -0.033 | 0.974     |
| F08XCFP*F08XCFP    | -0.086      | 0.052     | -0.252   | 0.039     | -1.659 | 0.097     |
| F08XCFP*F08XCFV    | -0.116      | 0.132     | -0.129   | 0.042     | -0.88  | 0.379     |
| F08XCFV*F08XCFV    | -0.014      | 0.109     | -0.02    | 0.039     | -0.129 | 0.897     |
| D1*F08XCFP         | -0.086      | 0.13      | -0.083   | 0.056     | -0.659 | 0.51      |
| D1*F08XCFV         | 0.019       | 0.158     | 0.013    | 0.081     | 0.122  | 0.903     |
| D2*F08XCFP         | -0.064      | 0.149     | -0.035   | 0.135     | -0.43  | 0.667     |
| D2*F08XCFV         | -0.007      | 0.186     | -0.003   | 0.176     | -0.04  | 0.968     |
| D3*F08XCFP         | -0.097      | 0.147     | -0.058   | 0.118     | -0.659 | 0.51      |
| D3*F08XCFV         | -0.022      | 0.179     | -0.008   | 0.211     | -0.122 | 0.903     |
| D4*F08XCFP         | -0.274      | 0.179     | -0.093   | 0.245     | -1.533 | 0.126     |
| D4*F08XCFV         | -0.112      | 0.232     | -0.022   | 0.426     | -0.484 | 0.629     |
| D1*F08XCFP*F08XCFP | 0.095       | 0.056     | 0.183    | 0.078     | 1.697  | 0.09      |
| D1*F08XCFP*F08XCFV | 0.125       | 0.138     | 0.091    | 0.088     | 0.9    | 0.368     |
| D1*F08XCFV*F08XCFV | 0.018       | 0.115     | 0.019    | 0.065     | 0.158  | 0.874     |
| D2*F08XCFP*F08XCFP | 0.147       | 0.061     | 0.226    | 0.104     | 2.42   | 0.016     |
| D2*F08XCFP*F08XCFV | 0.148       | 0.145     | 0.081    | 0.142     | 1.023  | 0.307     |
| D2*F08XCFV*F08XCFV | 0.079       | 0.121     | 0.071    | 0.077     | 0.652  | 0.514     |
| D3*F08XCFP*F08XCFP | 0.122       | 0.062     | 0.2      | 0.089     | 1.981  | 0.048     |
| D3*F08XCFP*F08XCFV | 0.189       | 0.152     | 0.098    | 0.145     | 1.243  | 0.214     |
| D3*F08XCFV*F08XCFV | -0.163      | 0.15      | -0.074   | 0.194     | -1.086 | 0.278     |
| D4*F08XCFP*F08XCFP | 0.269       | 0.087     | 0.188    | 0.244     | 3.087  | 0.002     |
| D4*F08XCFP*F08XCFV | -0.001      | 0.234     | 0        | 0.455     | -0.005 | 0.996     |
| D4*F08XCFV*F08XCFV | 0.288       | 0.254     | 0.055    | 0.387     | 1.136  | 0.256     |

|                    | P            | Direction | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.079        | -0.219    | -0.079 | -0.14  | -0.086         | -0.116 | -0.014         |
| Fit Curve          | <b>0.041</b> | -0.216    |        |        |                |        |                |
| Misfit Slope       | 0.801        | 0.061     |        |        |                |        |                |
| Misfit Curve       | 0.946        | 0.016     |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | 0.628        | -0.286    | -0.165 | -0.121 | 0.009          | 0.009  | 0.004          |
| Fit Curve          | <b>0.049</b> | 0.022     |        |        |                |        |                |
| Misfit Slope       | 0.681        | -0.006    |        |        |                |        |                |
| Misfit Curve       | 0.962        | 0.004     |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.667        | -0.29     | -0.143 | -0.147 | 0.061          | 0.032  | 0.065          |
| Fit Curve          | <b>0.007</b> | 0.158     |        |        |                |        |                |
| Misfit Slope       | 0.846        | 0.004     |        |        |                |        |                |
| Misfit Curve       | 0.751        | 0.094     |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.483        | -0.338    | -0.176 | -0.162 | 0.036          | 0.073  | -0.177         |
| Fit Curve          | 0.323        | -0.068    |        |        |                |        |                |
| Misfit Slope       | 0.789        | -0.014    |        |        |                |        |                |
| Misfit Curve       | 0.421        | -0.214    |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.113        | -0.605    | -0.353 | -0.252 | 0.183          | -0.117 | 0.274          |
| Fit Curve          | 0.098        | 0.34      |        |        |                |        |                |
| Misfit Slope       | 0.63         | -0.101    |        |        |                |        |                |
| Misfit Curve       | 0.123        | 0.574     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 124.184        | 29  | 4.282       | 7.026   | 0.000 |
| Residual   | 550.353        | 903 | 0.609       |         |       |

**Loner (IV) and Elitist (DV)**

Dep Var: F16RAWFP N: 933 Multiple R: 0.464 Squared multiple R: 0.215

Adjusted squared multiple R: 0.190 Standard error of estimate: 1.030

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 8.152          | 0.215          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.89        | 0.156     | 0        |           | 18.484 | 0         |
| F08XCFP            | 0.489       | 0.163     | 0.506    | 0.03      | 2.989  | 0.003     |
| F08XCFV            | 0.288       | 0.196     | 0.197    | 0.048     | 1.469  | 0.142     |
| D1                 | -0.662      | 0.168     | -0.286   | 0.165     | -3.941 | 0         |
| D2                 | 0.249       | 0.211     | 0.069    | 0.251     | 1.181  | 0.238     |
| D3                 | -0.603      | 0.206     | -0.186   | 0.216     | -2.93  | 0.003     |
| D4                 | -0.022      | 0.255     | -0.005   | 0.269     | -0.086 | 0.931     |
| F08XCFP*F08XCFP    | 0.115       | 0.068     | 0.251    | 0.039     | 1.681  | 0.093     |
| F08XCFP*F08XCFV    | 0.078       | 0.174     | 0.064    | 0.042     | 0.447  | 0.655     |
| F08XCFV*F08XCFV    | -0.281      | 0.144     | -0.292   | 0.039     | -1.958 | 0.051     |
| D1*F08XCFP         | -0.431      | 0.172     | -0.312   | 0.056     | -2.511 | 0.012     |
| D1*F08XCFV         | -0.303      | 0.209     | -0.15    | 0.081     | -1.453 | 0.146     |
| D2*F08XCFP         | -0.5        | 0.197     | -0.203   | 0.135     | -2.536 | 0.011     |
| D2*F08XCFV         | -0.37       | 0.246     | -0.106   | 0.176     | -1.507 | 0.132     |
| D3*F08XCFP         | -0.239      | 0.194     | -0.106   | 0.118     | -1.231 | 0.218     |
| D3*F08XCFV         | -0.219      | 0.236     | -0.06    | 0.211     | -0.929 | 0.353     |
| D4*F08XCFP         | 0.233       | 0.236     | 0.059    | 0.245     | 0.988  | 0.323     |
| D4*F08XCFV         | -0.423      | 0.307     | -0.062   | 0.426     | -1.38  | 0.168     |
| D1*F08XCFP*F08XCFP | -0.109      | 0.074     | -0.156   | 0.078     | -1.481 | 0.139     |
| D1*F08XCFP*F08XCFV | -0.179      | 0.183     | -0.097   | 0.088     | -0.98  | 0.327     |
| D1*F08XCFV*F08XCFV | 0.26        | 0.151     | 0.199    | 0.065     | 1.721  | 0.086     |
| D2*F08XCFP*F08XCFP | -0.132      | 0.08      | -0.151   | 0.104     | -1.648 | 0.1       |
| D2*F08XCFP*F08XCFV | -0.067      | 0.191     | -0.027   | 0.142     | -0.351 | 0.725     |
| D2*F08XCFV*F08XCFV | 0.293       | 0.159     | 0.195    | 0.077     | 1.838  | 0.066     |
| D3*F08XCFP*F08XCFP | -0.107      | 0.081     | -0.13    | 0.089     | -1.313 | 0.189     |
| D3*F08XCFP*F08XCFV | 0.033       | 0.2       | 0.013    | 0.145     | 0.164  | 0.87      |
| D3*F08XCFV*F08XCFV | 0.373       | 0.198     | 0.126    | 0.194     | 1.884  | 0.06      |
| D4*F08XCFP*F08XCFP | -0.339      | 0.115     | -0.176   | 0.244     | -2.944 | 0.003     |
| D4*F08XCFP*F08XCFV | 0.117       | 0.308     | 0.017    | 0.455     | 0.379  | 0.704     |
| D4*F08XCFV*F08XCFV | 1.004       | 0.335     | 0.142    | 0.387     | 2.995  | 0.003     |

|                    | P     | Direction | X        | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|-------|-----------|----------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |       |           |          |        |                |        |                |
| Fit Slope          | 0     | 0.777     | 0.489 ** | 0.288  | 0.115          | 0.078  | -0.281         |
| Fit Curve          | 0.528 | -0.088    |          |        |                |        |                |
| Misfit Slope       | 0.531 | 0.201     |          |        |                |        |                |
| Misfit Curve       | 0.433 | -0.244    |          |        |                |        |                |
| <b>USA</b>         |       |           |          |        |                |        |                |
| Fit Slope          | 0     | 0.043     | 0.058 *  | -0.015 | 0.006          | -0.101 | -0.021         |
| Fit Curve          | 0.86  | -0.116    |          |        |                |        |                |
| Misfit Slope       | 0.705 | -0.533    |          |        |                |        |                |
| Misfit Curve       | 0.302 | 0.086     |          |        |                |        |                |
| <b>BRAZIL</b>      |       |           |          |        |                |        |                |
| Fit Slope          | 0     | -0.093    | -0.011 * | -0.082 | -0.017         | 0.011  | 0.012          |
| Fit Curve          | 0.609 | 0.006     |          |        |                |        |                |
| Misfit Slope       | 0.737 | 0.071     |          |        |                |        |                |
| Misfit Curve       | 0.483 | -0.016    |          |        |                |        |                |
| <b>GB</b>          |       |           |          |        |                |        |                |
| Fit Slope          | 0.041 | 0.319     | 0.25     | 0.069  | 0.008          | 0.111  | 0.092          |
| Fit Curve          | 0.131 | 0.211     |          |        |                |        |                |
| Misfit Slope       | 0.958 | 0.181     |          |        |                |        |                |
| Misfit Curve       | 0.535 | -0.011    |          |        |                |        |                |
| <b>NETHERLANDS</b> |       |           |          |        |                |        |                |
| Fit Slope          | 0.554 | 0.587     | 0.722    | -0.135 | -0.224 **      | 0.195  | 0.723          |
| Fit Curve          | 0.079 | 0.694     |          |        |                |        |                |
| Misfit Slope       | 0.138 | 0.857     |          |        |                |        |                |
| Misfit Curve       | 0.252 | 0.304     |          |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 263.243        | 29  | 9.077       | 8.551   | 0.000 |
| Residual   | 958.569        | 903 | 1.062       |         |       |

**Loner (IV) and Autocratic (DV)**

Dep Var: F05RAWFP N: 933 Multiple R: 0.502 Squared multiple R: 0.252

Adjusted squared multiple R: 0.228 Standard error of estimate: 1.154

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 4.259          | 0.252          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.493       | 0.175     | 0        |           | 14.231 | 0         |
| F08XCFP            | 0.746       | 0.183     | 0.673    | 0.03      | 4.071  | 0         |
| F08XCFV            | 0.026       | 0.219     | 0.016    | 0.048     | 0.119  | 0.906     |
| D1                 | -0.103      | 0.188     | -0.039   | 0.165     | -0.545 | 0.586     |
| D2                 | 0.691       | 0.236     | 0.168    | 0.251     | 2.929  | 0.003     |
| D3                 | 0.208       | 0.231     | 0.056    | 0.216     | 0.903  | 0.367     |
| D4                 | -0.072      | 0.286     | -0.014   | 0.269     | -0.253 | 0.801     |
| F08XCFP*F08XCFP    | 0.11        | 0.077     | 0.208    | 0.039     | 1.427  | 0.154     |
| F08XCFP*F08XCFV    | -0.187      | 0.195     | -0.135   | 0.042     | -0.958 | 0.338     |
| F08XCFV*F08XCFV    | -0.127      | 0.161     | -0.115   | 0.039     | -0.792 | 0.428     |
| D1*F08XCFP         | -0.255      | 0.192     | -0.161   | 0.056     | -1.329 | 0.184     |
| D1*F08XCFV         | -0.17       | 0.234     | -0.074   | 0.081     | -0.728 | 0.467     |
| D2*F08XCFP         | -0.129      | 0.221     | -0.046   | 0.135     | -0.582 | 0.561     |
| D2*F08XCFV         | -0.164      | 0.275     | -0.041   | 0.176     | -0.595 | 0.552     |
| D3*F08XCFP         | -0.542      | 0.217     | -0.209   | 0.118     | -2.492 | 0.013     |
| D3*F08XCFV         | 0.073       | 0.264     | 0.017    | 0.211     | 0.277  | 0.782     |
| D4*F08XCFP         | -0.147      | 0.264     | -0.032   | 0.245     | -0.557 | 0.578     |
| D4*F08XCFV         | 0.297       | 0.344     | 0.038    | 0.426     | 0.863  | 0.388     |
| D1*F08XCFP*F08XCFP | -0.175      | 0.083     | -0.218   | 0.078     | -2.12  | 0.034     |
| D1*F08XCFP*F08XCFV | 0.059       | 0.205     | 0.028    | 0.088     | 0.29   | 0.772     |
| D1*F08XCFV*F08XCFV | 0.263       | 0.169     | 0.175    | 0.065     | 1.554  | 0.12      |
| D2*F08XCFP*F08XCFP | -0.167      | 0.09      | -0.166   | 0.104     | -1.858 | 0.063     |
| D2*F08XCFP*F08XCFV | 0.077       | 0.214     | 0.028    | 0.142     | 0.361  | 0.718     |
| D2*F08XCFV*F08XCFV | 0.163       | 0.178     | 0.095    | 0.077     | 0.915  | 0.361     |
| D3*F08XCFP*F08XCFP | -0.177      | 0.091     | -0.187   | 0.089     | -1.936 | 0.053     |
| D3*F08XCFP*F08XCFV | 0.261       | 0.224     | 0.088    | 0.145     | 1.162  | 0.245     |
| D3*F08XCFV*F08XCFV | 0.136       | 0.222     | 0.04     | 0.194     | 0.615  | 0.539     |
| D4*F08XCFP*F08XCFP | -0.289      | 0.129     | -0.131   | 0.244     | -2.241 | 0.025     |
| D4*F08XCFP*F08XCFV | 0.552       | 0.345     | 0.068    | 0.455     | 1.598  | 0.11      |
| D4*F08XCFV*F08XCFV | 0.663       | 0.375     | 0.082    | 0.387     | 1.765  | 0.078     |

|                    | P     | Direction | X         | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|-------|-----------|-----------|--------|----------------|--------|----------------|
| <b>JAPAN</b>       |       |           |           |        |                |        |                |
| Fit Slope          | 0     | 0.772     | 0.746 *** | 0.026  | 0.11           | -0.187 | -0.127         |
| Fit Curve          | 0.191 | -0.204    |           |        |                |        |                |
| Misfit Slope       | 0.046 | 0.72      |           |        |                |        |                |
| Misfit Curve       | 0.627 | 0.17      |           |        |                |        |                |
| <b>USA</b>         |       |           |           |        |                |        |                |
| Fit Slope          | 0.036 | 0.347     | 0.491     | -0.144 | -0.065 *       | -0.128 | 0.136          |
| Fit Curve          | 0.409 | -0.057    |           |        |                |        |                |
| Misfit Slope       | 0.821 | 0.295     |           |        |                |        |                |
| Misfit Curve       | 0.936 | 0.199     |           |        |                |        |                |
| <b>BRAZIL</b>      |       |           |           |        |                |        |                |
| Fit Slope          | 0.235 | 0.479     | 0.617     | -0.138 | -0.057         | -0.11  | 0.036          |
| Fit Curve          | 0.72  | -0.131    |           |        |                |        |                |
| Misfit Slope       | 0.936 | 0.755     |           |        |                |        |                |
| Misfit Curve       | 0.823 | 0.089     |           |        |                |        |                |
| <b>GB</b>          |       |           |           |        |                |        |                |
| Fit Slope          | 0.061 | 0.303     | 0.204 *   | 0.099  | -0.067         | 0.074  | 0.009          |
| Fit Curve          | 0.319 | 0.016     |           |        |                |        |                |
| Misfit Slope       | 0.138 | 0.105     |           |        |                |        |                |
| Misfit Curve       | 0.475 | -0.132    |           |        |                |        |                |
| <b>NETHERLANDS</b> |       |           |           |        |                |        |                |
| Fit Slope          | 0.678 | 0.922     | 0.599     | 0.323  | -0.179 *       | 0.365  | 0.536          |
| Fit Curve          | 0.063 | 0.722     |           |        |                |        |                |
| Misfit Slope       | 0.371 | 0.276     |           |        |                |        |                |
| Misfit Curve       | 0.739 | -0.008    |           |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 405.394        | 29  | 13.979      | 10.493  | 0.000 |
| Residual   | 1202.987       | 903 | 1.332       |         |       |

Elitist (IV) and Micro Manager (DV)

Dep Var: F15RAWFP N: 933 Multiple R: 0.292 Squared multiple R: 0.085

Adjusted squared multiple R: 0.056 Standard error of estimate: 1.332

| F <sub>c</sub> | R <sup>2</sup> | Whole Equation P | Culture Matters P |
|----------------|----------------|------------------|-------------------|
| 2.859          | 0.085          | 0.000            | 0.000             |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 2.723       | 0.205     | 0        |           | 13.296 | 0         |
| F16XCFP            | -0.15       | 0.194     | -0.125   | 0.039     | -0.774 | 0.439     |
| F16XCFV            | 0.228       | 0.193     | 0.153    | 0.06      | 1.181  | 0.238     |
| D1                 | -0.375      | 0.221     | -0.135   | 0.16      | -1.701 | 0.089     |
| D2                 | 0.23        | 0.283     | 0.054    | 0.232     | 0.812  | 0.417     |
| D3                 | -0.09       | 0.267     | -0.023   | 0.214     | -0.336 | 0.737     |
| D4                 | -0.121      | 0.311     | -0.022   | 0.303     | -0.388 | 0.698     |
| F16XCFP*F16XCFP    | 0.16        | 0.064     | 0.266    | 0.091     | 2.518  | 0.012     |
| F16XCFP*F16XCFV    | -0.164      | 0.131     | -0.143   | 0.076     | -1.245 | 0.213     |
| F16XCFV*F16XCFV    | 0.281       | 0.144     | 0.266    | 0.055     | 1.949  | 0.052     |
| D1*F16XCFP         | 0.21        | 0.209     | 0.129    | 0.062     | 1.005  | 0.315     |
| D1*F16XCFV         | -0.159      | 0.209     | -0.08    | 0.092     | -0.76  | 0.447     |
| D2*F16XCFP         | -0.037      | 0.245     | -0.01    | 0.209     | -0.15  | 0.881     |
| D2*F16XCFV         | -0.342      | 0.253     | -0.077   | 0.312     | -1.351 | 0.177     |
| D3*F16XCFP         | 0.206       | 0.248     | 0.061    | 0.185     | 0.831  | 0.406     |
| D3*F16XCFV         | -0.283      | 0.249     | -0.077   | 0.219     | -1.137 | 0.256     |
| D4*F16XCFP         | 0.22        | 0.313     | 0.049    | 0.206     | 0.703  | 0.482     |
| D4*F16XCFV         | -0.255      | 0.303     | -0.047   | 0.331     | -0.843 | 0.399     |
| D1*F16XCFP*F16XCFP | -0.163      | 0.074     | -0.204   | 0.118     | -2.206 | 0.028     |
| D1*F16XCFP*F16XCFV | 0.129       | 0.145     | 0.083    | 0.116     | 0.89   | 0.374     |
| D1*F16XCFV*F16XCFV | -0.273      | 0.156     | -0.197   | 0.08      | -1.746 | 0.081     |
| D2*F16XCFP*F16XCFP | -0.274      | 0.118     | -0.139   | 0.281     | -2.322 | 0.02      |
| D2*F16XCFP*F16XCFV | 0.249       | 0.186     | 0.065    | 0.431     | 1.341  | 0.18      |
| D2*F16XCFV*F16XCFV | -0.356      | 0.192     | -0.121   | 0.238     | -1.857 | 0.064     |
| D3*F16XCFP*F16XCFP | -0.19       | 0.115     | -0.102   | 0.267     | -1.652 | 0.099     |
| D3*F16XCFP*F16XCFV | 0.282       | 0.195     | 0.1      | 0.214     | 1.45   | 0.147     |
| D3*F16XCFV*F16XCFV | -0.249      | 0.185     | -0.125   | 0.118     | -1.348 | 0.178     |
| D4*F16XCFP*F16XCFP | -0.099      | 0.156     | -0.046   | 0.194     | -0.633 | 0.527     |
| D4*F16XCFP*F16XCFV | -0.084      | 0.198     | -0.021   | 0.404     | -0.426 | 0.67      |
| D4*F16XCFV*F16XCFV | -0.135      | 0.193     | -0.053   | 0.18      | -0.699 | 0.484     |

|                    | Effect Size  |           | X      | Y      | X <sup>2</sup> | XY     | Y <sup>2</sup> |
|--------------------|--------------|-----------|--------|--------|----------------|--------|----------------|
|                    | P            | Direction |        |        |                |        |                |
| <b>JAPAN</b>       |              |           |        |        |                |        |                |
| Fit Slope          | 0.706        | 0.078     | -0.15  | 0.228  | 0.16           | -0.164 | 0.281          |
| Fit Curve          | 0.057        | 0.277     |        |        |                |        |                |
| Misfit Slope       | 0.248        | -0.378    |        |        |                |        |                |
| Misfit Curve       | <b>0.013</b> | 0.605     |        |        |                |        |                |
| <b>USA</b>         |              |           |        |        |                |        |                |
| Fit Slope          | 0.82         | 0.129     | 0.06   | 0.069  | -0.003         | -0.035 | 0.008          |
| Fit Curve          | 0.058        | -0.03     |        |        |                |        |                |
| Misfit Slope       | 0.296        | -0.327    |        |        |                |        |                |
| Misfit Curve       | <b>0.035</b> | 0.04      |        |        |                |        |                |
| <b>BRAZIL</b>      |              |           |        |        |                |        |                |
| Fit Slope          | 0.164        | -0.301    | -0.187 | -0.114 | -0.114         | 0.085  | -0.075         |
| Fit Curve          | 0.093        | -0.104    |        |        |                |        |                |
| Misfit Slope       | 0.465        | -0.073    |        |        |                |        |                |
| Misfit Curve       | <b>0.008</b> | -0.274    |        |        |                |        |                |
| <b>GB</b>          |              |           |        |        |                |        |                |
| Fit Slope          | 0.767        | 0.001     | 0.056  | -0.055 | -0.03          | 0.118  | 0.032          |
| Fit Curve          | 0.395        | 0.12      |        |        |                |        |                |
| Misfit Slope       | 0.249        | 0.111     |        |        |                |        |                |
| Misfit Curve       | <b>0.047</b> | -0.116    |        |        |                |        |                |
| <b>NETHERLANDS</b> |              |           |        |        |                |        |                |
| Fit Slope          | 0.919        | 0.043     | 0.07   | -0.027 | 0.061          | -0.248 | 0.146          |
| Fit Curve          | 0.198        | -0.041    |        |        |                |        |                |
| Misfit Slope       | 0.351        | 0.097     |        |        |                |        |                |
| Misfit Curve       | 0.65         | 0.455     |        |        |                |        |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 149.023        | 29  | 5.139       | 2.898   | 0.000 |
| Residual   | 1600.995       | 903 | 1.773       |         |       |

**Mirco Manager (IV) and Performance Orientation (DV)**

Dep Var: F04RAWFP N: 933 Multiple R: 0.419 Squared multiple R: 0.175

Adjusted squared multiple R: 0.149 Standard error of estimate: 0.785

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.723          | 0.175          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.142       | 0.123     | 0        |           | 41.962 | 0         |
| F15XCFP            | 0.293       | 0.107     | 0.471    | 0.031     | 2.74   | 0.006     |
| F15XCFV            | -0.6        | 0.126     | -0.544   | 0.07      | -4.745 | 0         |
| D1                 | 0.898       | 0.133     | 0.522    | 0.153     | 6.765  | 0         |
| D2                 | 0.714       | 0.173     | 0.269    | 0.215     | 4.118  | 0         |
| D3                 | 0.365       | 0.167     | 0.152    | 0.191     | 2.193  | 0.029     |
| D4                 | 0.712       | 0.196     | 0.213    | 0.266     | 3.634  | 0         |
| F15XCFP*F15XCFP    | -0.09       | 0.03      | -0.421   | 0.046     | -2.99  | 0.003     |
| F15XCFP*F15XCFV    | 0.224       | 0.065     | 0.356    | 0.087     | 3.467  | 0.001     |
| F15XCFV*F15XCFV    | 0.042       | 0.079     | 0.058    | 0.078     | 0.537  | 0.592     |
| D1*F15XCFP         | -0.412      | 0.116     | -0.457   | 0.055     | -3.556 | 0         |
| D1*F15XCFV         | 0.545       | 0.135     | 0.388    | 0.099     | 4.037  | 0         |
| D2*F15XCFP         | -0.24       | 0.146     | -0.167   | 0.089     | -1.651 | 0.099     |
| D2*F15XCFV         | 0.385       | 0.172     | 0.16     | 0.179     | 2.235  | 0.026     |
| D3*F15XCFP         | -0.265      | 0.148     | -0.165   | 0.107     | -1.786 | 0.075     |
| D3*F15XCFV         | 0.367       | 0.189     | 0.127    | 0.212     | 1.936  | 0.053     |
| D4*F15XCFP         | -0.398      | 0.189     | -0.169   | 0.143     | -2.112 | 0.035     |
| D4*F15XCFV         | 0.13        | 0.346     | 0.029    | 0.155     | 0.376  | 0.707     |
| D1*F15XCFP*F15XCF  | 0.127       | 0.034     | 0.377    | 0.088     | 3.702  | 0         |
| D1*F15XCFP*F15XCFV | -0.162      | 0.073     | -0.175   | 0.148     | -2.227 | 0.026     |
| D1*F15XCFV*F15XCF  | -0.023      | 0.086     | -0.023   | 0.126     | -0.271 | 0.786     |
| D2*F15XCFP*F15XCF  | 0.073       | 0.041     | 0.18     | 0.087     | 1.764  | 0.078     |
| D2*F15XCFP*F15XCFV | -0.231      | 0.09      | -0.159   | 0.237     | -2.559 | 0.011     |
| D2*F15XCFV*F15XCF  | 0.067       | 0.092     | 0.064    | 0.116     | 0.722  | 0.47      |
| D3*F15XCFP*F15XCF  | 0.086       | 0.042     | 0.158    | 0.15      | 2.029  | 0.043     |
| D3*F15XCFP*F15XCFV | -0.233      | 0.12      | -0.115   | 0.261     | -1.939 | 0.053     |
| D3*F15XCFV*F15XCF  | 0.292       | 0.151     | 0.108    | 0.291     | 1.932  | 0.054     |
| D4*F15XCFP*F15XCF  | 0.099       | 0.073     | 0.1      | 0.166     | 1.34   | 0.18      |
| D4*F15XCFP*F15XCFV | 0.028       | 0.147     | 0.009    | 0.39      | 0.191  | 0.849     |
| D4*F15XCFV*F15XCF  | -0.317      | 0.326     | -0.072   | 0.166     | -0.973 | 0.331     |

|                    | P            | Direction | X          | Y          | X <sup>2</sup> | XY       | Y <sup>2</sup> |
|--------------------|--------------|-----------|------------|------------|----------------|----------|----------------|
| <b>JAPAN</b>       |              |           |            |            |                |          |                |
| Fit Slope          | <b>0.033</b> | -0.307    | 0.293 **   | -0.6 ***   | -0.09 **       | 0.224 ** | 0.042          |
| Fit Curve          | <b>0.031</b> | 0.176     |            |            |                |          |                |
| Misfit Slope       | <b>0</b>     | 0.893     |            |            |                |          |                |
| Misfit Curve       | <b>0.023</b> | -0.272    |            |            |                |          |                |
| <b>USA</b>         |              |           |            |            |                |          |                |
| Fit Slope          | 0.387        | -0.174    | -0.119 *** | -0.055 *** | 0.037 ***      | 0.062 *  | 0.019          |
| Fit Curve          | 0.539        | 0.118     |            |            |                |          |                |
| Misfit Slope       | <b>0</b>     | 1.026     |            |            |                |          |                |
| Misfit Curve       | <b>0.04</b>  | -0.006    |            |            |                |          |                |
| <b>BRAZIL</b>      |              |           |            |            |                |          |                |
| Fit Slope          | 0.435        | -0.162    | 0.053      | -0.215 *   | -0.017         | -0.007 * | 0.109          |
| Fit Curve          | 0.466        | 0.085     |            |            |                |          |                |
| Misfit Slope       | <b>0.016</b> | 0.268     |            |            |                |          |                |
| Misfit Curve       | <b>0.006</b> | 0.099     |            |            |                |          |                |
| <b>GB</b>          |              |           |            |            |                |          |                |
| Fit Slope          | 0.605        | -0.205    | 0.028      | -0.233     | -0.004 *       | -0.009   | 0.334          |
| Fit Curve          | 0.401        | 0.321     |            |            |                |          |                |
| Misfit Slope       | <b>0.023</b> | 0.261     |            |            |                |          |                |
| Misfit Curve       | <b>0.005</b> | 0.339     |            |            |                |          |                |
| <b>NETHERLANDS</b> |              |           |            |            |                |          |                |
| Fit Slope          | 0.462        | -0.575    | -0.105 *   | -0.47      | 0.009          | 0.252    | -0.275         |
| Fit Curve          | 0.543        | -0.014    |            |            |                |          |                |
| Misfit Slope       | 0.211        | 0.365     |            |            |                |          |                |
| Misfit Curve       | 0.527        | -0.518    |            |            |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 118.208        | 29  | 4.076       | 6.616   | 0.000 |
| Residual   | 556.328        | 903 | 0.616       |         |       |

Micro Manager (IV) and Autocratic (DV)

Dep Var: F04RAWFP N: 933 Multiple R: 0.419 Squared multiple R: 0.175

Adjusted squared multiple R: 0.149 Standard error of estimate: 0.785

| F <sub>c</sub> | R <sup>2</sup> | Whole    | Culture |
|----------------|----------------|----------|---------|
|                |                | Equation | Matters |
| P              | P              | P        | P       |
| 5.723          | 0.175          | 0.000    | 0.000   |

| Effect             | Coefficient | Std Error | Std Coef | Tolerance | t      | P(2 Tail) |
|--------------------|-------------|-----------|----------|-----------|--------|-----------|
| CONSTANT           | 5.142       | 0.123     | 0        |           | 41.962 | 0         |
| F15XCFP            | 0.293       | 0.107     | 0.471    | 0.031     | 2.74   | 0.006     |
| F15XCFV            | -0.6        | 0.126     | -0.544   | 0.07      | -4.745 | 0         |
| D1                 | 0.898       | 0.133     | 0.522    | 0.153     | 6.765  | 0         |
| D2                 | 0.714       | 0.173     | 0.269    | 0.215     | 4.118  | 0         |
| D3                 | 0.365       | 0.167     | 0.152    | 0.191     | 2.193  | 0.029     |
| D4                 | 0.712       | 0.196     | 0.213    | 0.266     | 3.634  | 0         |
| F15XCFP*F15XCFP    | -0.09       | 0.03      | -0.421   | 0.046     | -2.99  | 0.003     |
| F15XCFP*F15XCFV    | 0.224       | 0.065     | 0.356    | 0.087     | 3.467  | 0.001     |
| F15XCFV*F15XCFV    | 0.042       | 0.079     | 0.058    | 0.078     | 0.537  | 0.592     |
| D1*F15XCFP         | -0.412      | 0.116     | -0.457   | 0.055     | -3.556 | 0         |
| D1*F15XCFV         | 0.545       | 0.135     | 0.388    | 0.099     | 4.037  | 0         |
| D2*F15XCFP         | -0.24       | 0.146     | -0.167   | 0.089     | -1.651 | 0.099     |
| D2*F15XCFV         | 0.385       | 0.172     | 0.16     | 0.179     | 2.235  | 0.026     |
| D3*F15XCFP         | -0.265      | 0.148     | -0.165   | 0.107     | -1.786 | 0.075     |
| D3*F15XCFV         | 0.367       | 0.189     | 0.127    | 0.212     | 1.936  | 0.053     |
| D4*F15XCFP         | -0.398      | 0.189     | -0.169   | 0.143     | -2.112 | 0.035     |
| D4*F15XCFV         | 0.13        | 0.346     | 0.029    | 0.155     | 0.376  | 0.707     |
| D1*F15XCFP*F15XCFP | 0.127       | 0.034     | 0.377    | 0.088     | 3.702  | 0         |
| D1*F15XCFP*F15XCFV | -0.162      | 0.073     | -0.175   | 0.148     | -2.227 | 0.026     |
| D1*F15XCFV*F15XCFV | -0.023      | 0.086     | -0.023   | 0.126     | -0.271 | 0.786     |
| D2*F15XCFP*F15XCFP | 0.073       | 0.041     | 0.18     | 0.087     | 1.764  | 0.078     |
| D2*F15XCFP*F15XCFV | -0.231      | 0.09      | -0.159   | 0.237     | -2.559 | 0.011     |
| D2*F15XCFV*F15XCFV | 0.067       | 0.092     | 0.064    | 0.116     | 0.722  | 0.47      |
| D3*F15XCFP*F15XCFP | 0.086       | 0.042     | 0.158    | 0.15      | 2.029  | 0.043     |
| D3*F15XCFP*F15XCFV | -0.233      | 0.12      | -0.115   | 0.261     | -1.939 | 0.053     |
| D3*F15XCFV*F15XCFV | 0.292       | 0.151     | 0.108    | 0.291     | 1.932  | 0.054     |
| D4*F15XCFP*F15XCFP | 0.099       | 0.073     | 0.1      | 0.166     | 1.34   | 0.18      |
| D4*F15XCFP*F15XCFV | 0.028       | 0.147     | 0.009    | 0.39      | 0.191  | 0.849     |
| D4*F15XCFV*F15XCFV | -0.317      | 0.326     | -0.072   | 0.166     | -0.973 | 0.331     |

| JAPAN              | P     | Direction | Effect Size |            |                |          |                |
|--------------------|-------|-----------|-------------|------------|----------------|----------|----------------|
|                    |       |           | X           | Y          | X <sup>2</sup> | XY       | Y <sup>2</sup> |
| Fit Slope          | 0.033 | -0.307    | 0.293 **    | -0.6 ***   | -0.09 **       | 0.224 ** | 0.042          |
| Fit Curve          | 0.031 | 0.176     |             |            |                |          |                |
| Misfit Slope       | 0     | 0.893     |             |            |                |          |                |
| Misfit Curve       | 0.023 | -0.272    |             |            |                |          |                |
| <b>USA</b>         |       |           |             |            |                |          |                |
| Fit Slope          | 0.387 | -0.174    | -0.119 ***  | -0.055 *** | 0.037 ***      | 0.062 *  | 0.019          |
| Fit Curve          | 0.539 | 0.118     |             |            |                |          |                |
| Misfit Slope       | 0     | 1.026     |             |            |                |          |                |
| Misfit Curve       | 0.04  | -0.006    |             |            |                |          |                |
| <b>BRAZIL</b>      |       |           |             |            |                |          |                |
| Fit Slope          | 0.435 | -0.162    | 0.053       | -0.215 *   | -0.017         | -0.007 * | 0.109          |
| Fit Curve          | 0.466 | 0.085     |             |            |                |          |                |
| Misfit Slope       | 0.016 | 0.268     |             |            |                |          |                |
| Misfit Curve       | 0.006 | 0.099     |             |            |                |          |                |
| <b>GB</b>          |       |           |             |            |                |          |                |
| Fit Slope          | 0.605 | -0.205    | 0.028       | -0.233     | -0.004 *       | -0.009   | 0.334          |
| Fit Curve          | 0.401 | 0.321     |             |            |                |          |                |
| Misfit Slope       | 0.023 | 0.261     |             |            |                |          |                |
| Misfit Curve       | 0.005 | 0.339     |             |            |                |          |                |
| <b>NETHERLANDS</b> |       |           |             |            |                |          |                |
| Fit Slope          | 0.462 | -0.575    | -0.105 *    | -0.47      | 0.009          | 0.252    | -0.275         |
| Fit Curve          | 0.543 | -0.014    |             |            |                |          |                |
| Misfit Slope       | 0.211 | 0.365     |             |            |                |          |                |
| Misfit Curve       | 0.527 | -0.518    |             |            |                |          |                |

Analysis of Variance

| Source     | Sum-of-Squares | df  | Mean-Square | F-ratio | P     |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 118.208        | 29  | 4.076       | 6.616   | 0.000 |
| Residual   | 556.328        | 903 | 0.616       |         |       |



27 Autocratic (IV) and Modesty (DV) - OUT OF SCOPE  
 97 Calm (IV) and Elistat (DV)  
 95 Calm (IV) and Integrity (DV)  
 98 Calm (IV) and Micro Manager (DV)  
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 55 Friendly/Helpful (IV) and Elistat (DV)  
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 57 Friendly/Helpful (IV) and Micro Manager (DV)  
 53 Friendly/Helpful (IV) and Team Building (DV)  
 7 Independent (IV) and Autocratic (DV)  
 70 Independent (IV) and Autocratic (DV)  
 6 Independent (IV) and Elistat (DV)  
 4 Independent (IV) and Encourager (DV)  
 11 Independent (IV) and Encourager (DV)  
 20 Independent (IV) and Encourager (DV)  
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 45 Loner (IV) and Elistat (DV)  
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 23 Risk Averse (IV) and Autocracy (DV)  
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 17 Risk Averse (IV) and Integrity (DV)  
 24 Risk Averse (IV) and Loner (DV)  
 22 Risk Averse (IV) and Micro Manager (DV)  
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LEADERSHIP FIT REPORT

Feedback for *Mary Smith*

PRIVATE AND CONFIDENTIAL

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## I. SUMMARY FINDINGS

This survey is based upon two sets of information. Your team firstly scored the questionnaire informing us of their desired characteristics of an “outstanding leader”. Secondly, they have each scored their perception of you across the same questions. The difference between the first and the second is what we call the “*degree of fit*”.

Under no circumstances do we state that you should work to an ideal degree of fit of 100%. We encourage diversity; we encourage leaders to lead and be themselves. On some occasions that may mean leading in a way your team feel uncomfortable with and that may be totally appropriate.

What we do strongly promote however, is that leaders with a very low *degree of fit* will struggle to create change, will struggle to inspire and will find it difficult to motivate and develop their team.

We strongly encourage you to consider the areas where there are *gaps* and work with your team to either bridge those gaps or to communicate to your team so that there is a common understanding of why you lead in the way you do. Everybody is entitled to have their perception regardless of whether it is right or wrong. Your responsibility is to know what that perception is and manage it accordingly.

The information contained in this report is drawn from data received from the following contributors. The names are sorted alphabetically and do not represent the same sequence as shown later in this report. Only those that responded to **all** parts of the questionnaires could be incorporated.

*David Peterson*  
*Fred Davidson*  
*Hannah Adamson*  
*Harry Potter*  
*Katherine Ward*  
*Lisa Hart*  
*Peter Black*  
*Susan White*  
*Tom Jones*  
*Vikki Thompson*

The first table below shows the 5 categories that your group scored the highest. These are the most important aspects about leadership in their view.

The score represents the average of the group. The percentages show the “degree of fit” calculated from their perception of you. For example, #12. Integrity scored a fit of 87.0% and an average of 6.9. The higher the percentage, the higher the degree of fit between what your team wants from a leader and their perception of you. From our experience, scores of less than 80% may need some attention. The scores we have seen range from a low 60% to a high 90%.

| <b>TABLE 1</b>                        | <b>Average Score for an Outstanding Leader</b> | <b>Your Degree of Fit</b> | <b>CARGILL LEADERS</b> |            |                |
|---------------------------------------|--|---------------------------|------------------------|------------|----------------|
|                                       |  |                           | <b>High</b>            | <b>Low</b> | <b>Average</b> |
| 1. #12. Integrity                     | 6.90   | 87%                       | 96%                    | 36%        | 84%            |
| 2. #16. Performance Orientated        | 6.60   | 92%                       | 96%                    | 56%        | 84%            |
| 3. #5. Charismatic II - Inspirational | 6.56   | 85%                       | 93%                    | 30%        | 77%            |
| 4. #4. Charismatic I - Visionary      | 6.47   | 81%                       | 95%                    | 27%        | 78%            |
| 5. #8. Decisiveness                   | 6.03   | 86%                       | 93%                    | 48%        | 81%            |

The second table represents the characteristics that your group consider to **inhibit** effective leadership and that they score with a low average, basically implying they do not want this characteristic from their leader.

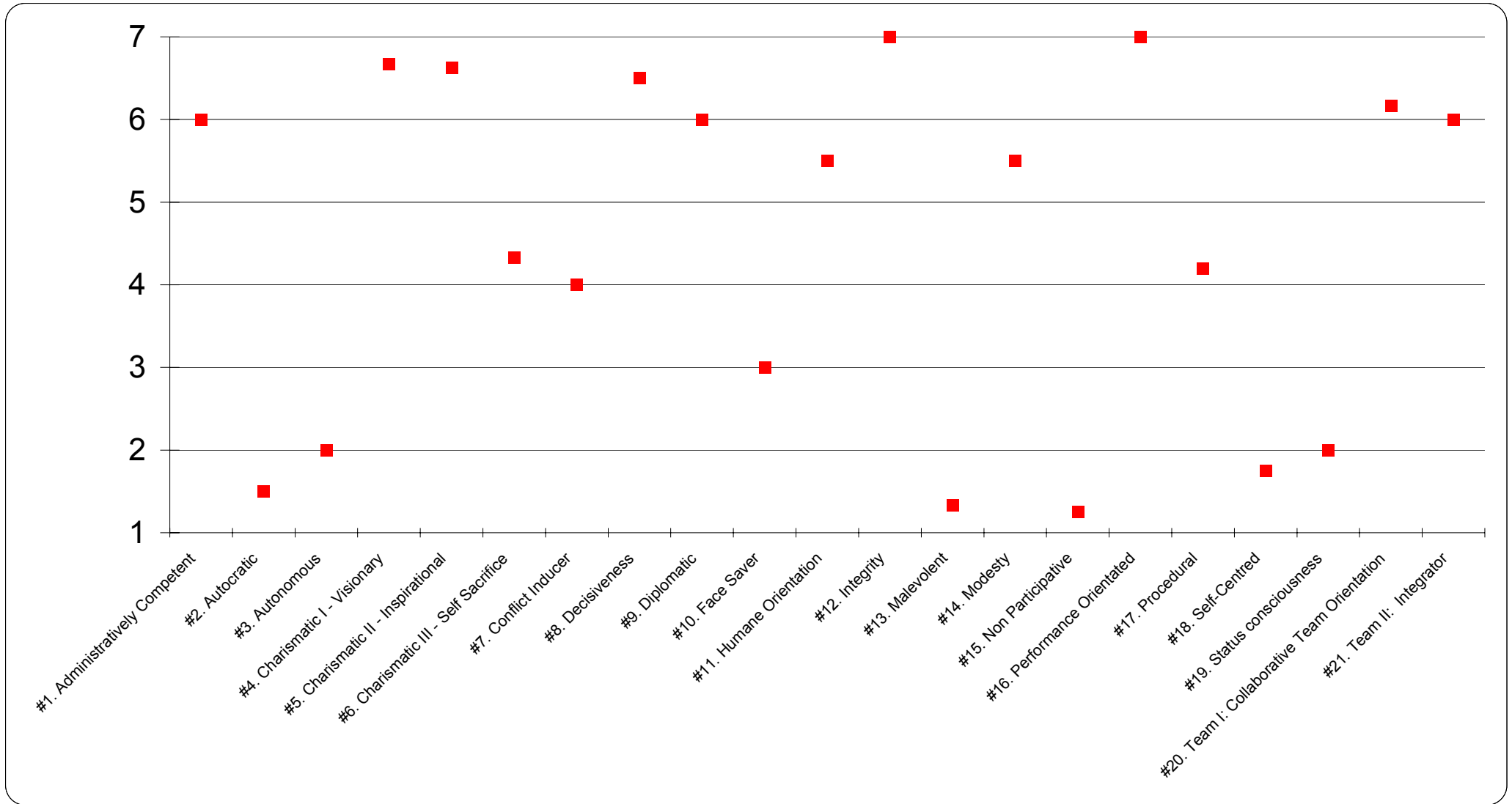
The percentages show the degree of fit. For example, if they do not want this characteristic and their perception is you do not display it, this would result in a high degree of fit 85% plus

| <b>TABLE 2</b>            | <b>Average Score for an Outstanding Leader</b> | <b>Your Degree of Fit</b> | <b>CARGILL LEADERS</b> |            |                |
|---------------------------|--|---------------------------|------------------------|------------|----------------|
|                           |  |                           | <b>High</b>            | <b>Low</b> | <b>Average</b> |
| 1. #13. Malevolent        | 1.38   | 87%                       | 98%                    | 26%        | 87%            |
| 2. #18. Self-Centred      | 1.48   | 83%                       | 91%                    | 32%        | 79%            |
| 3. #2. Autocratic         | 1.68   | 77%                       | 97%                    | 25%        | 77%            |
| 4. #15. Non Participative | 1.73   | 83%                       | 91%                    | 22%        | 77%            |
| 5. #10. Face Saver        | 2.43   | 67%                       | 89%                    | 50%        | 74%            |

**DIAGRAM 1**

This diagram shows **your** definition of an Outstanding Leader

*Average Scores for an Outstanding Leader - Mary Smith*

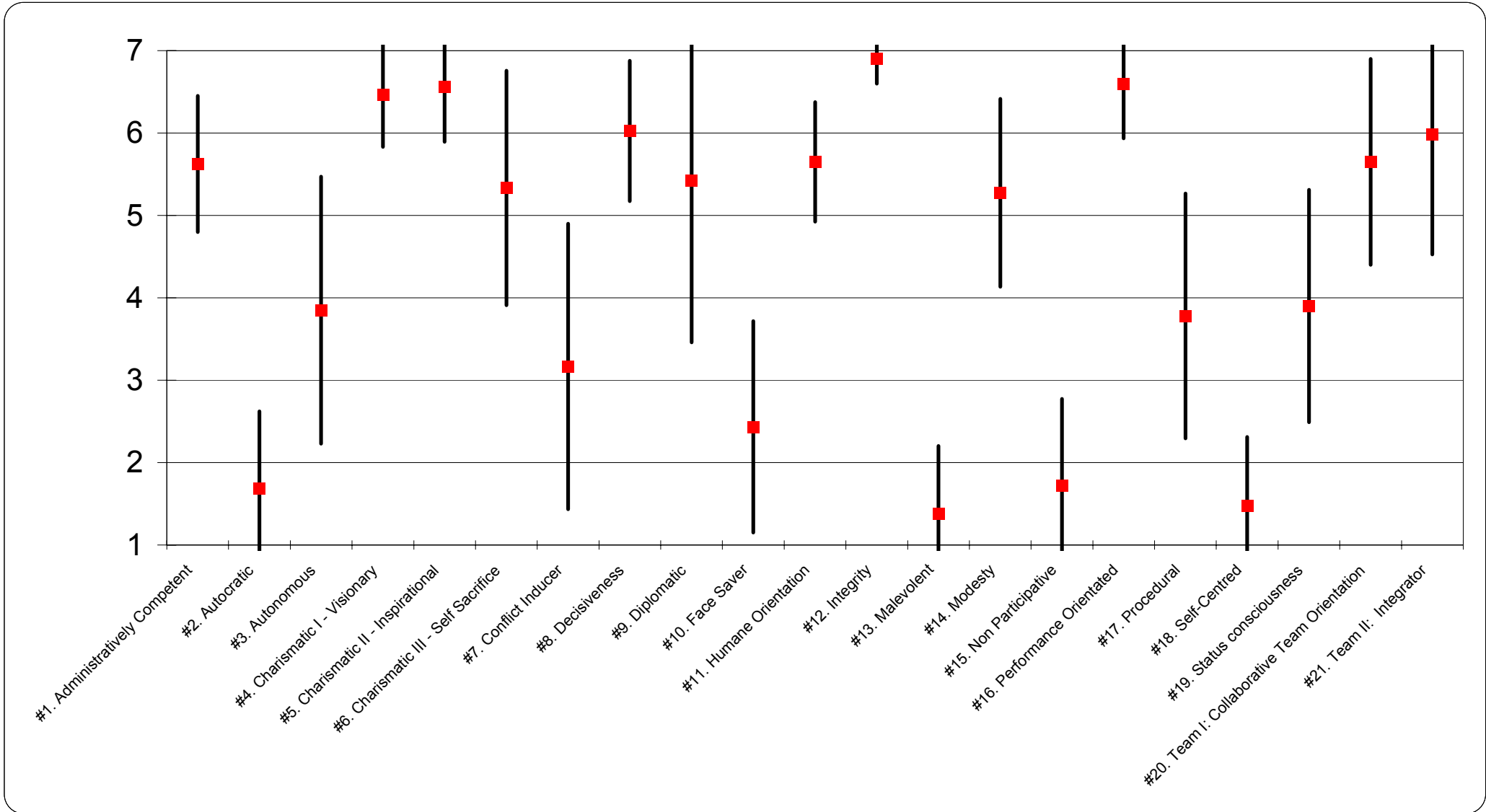




**DIAGRAM 2**

This diagram shows your **team's** definition of an Outstanding Leader

*Team's Outstanding Leader Scores*



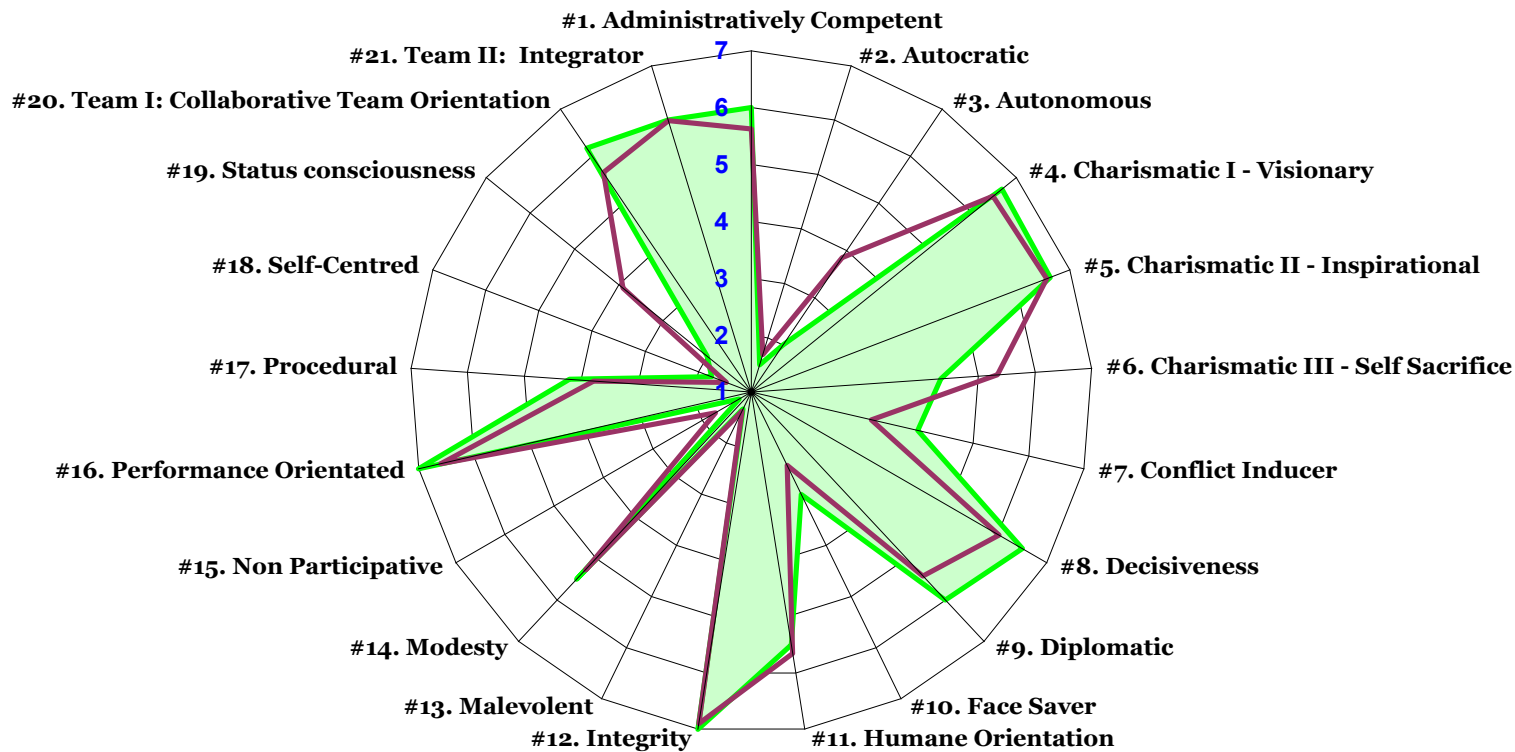
Graph lines show average (square box) and -1 standard deviation (lower point on line) and +1 standard deviation (top of the line)

**DIAGRAM 3**

This **Spider Diagram** contrasts your leadership values with your team's values. You completed a questionnaire outlining your desired leadership characteristics. Your team did exactly the same. Diagram 3 shows the two sets of scores. Research suggests that leaders will find it more difficult to lead a group successfully where some core values are significantly different e.g. Integrity. From Diagram 3 you can determine where there are similarities and differences.

## Your Leadership Values versus Your team's Leadership Values

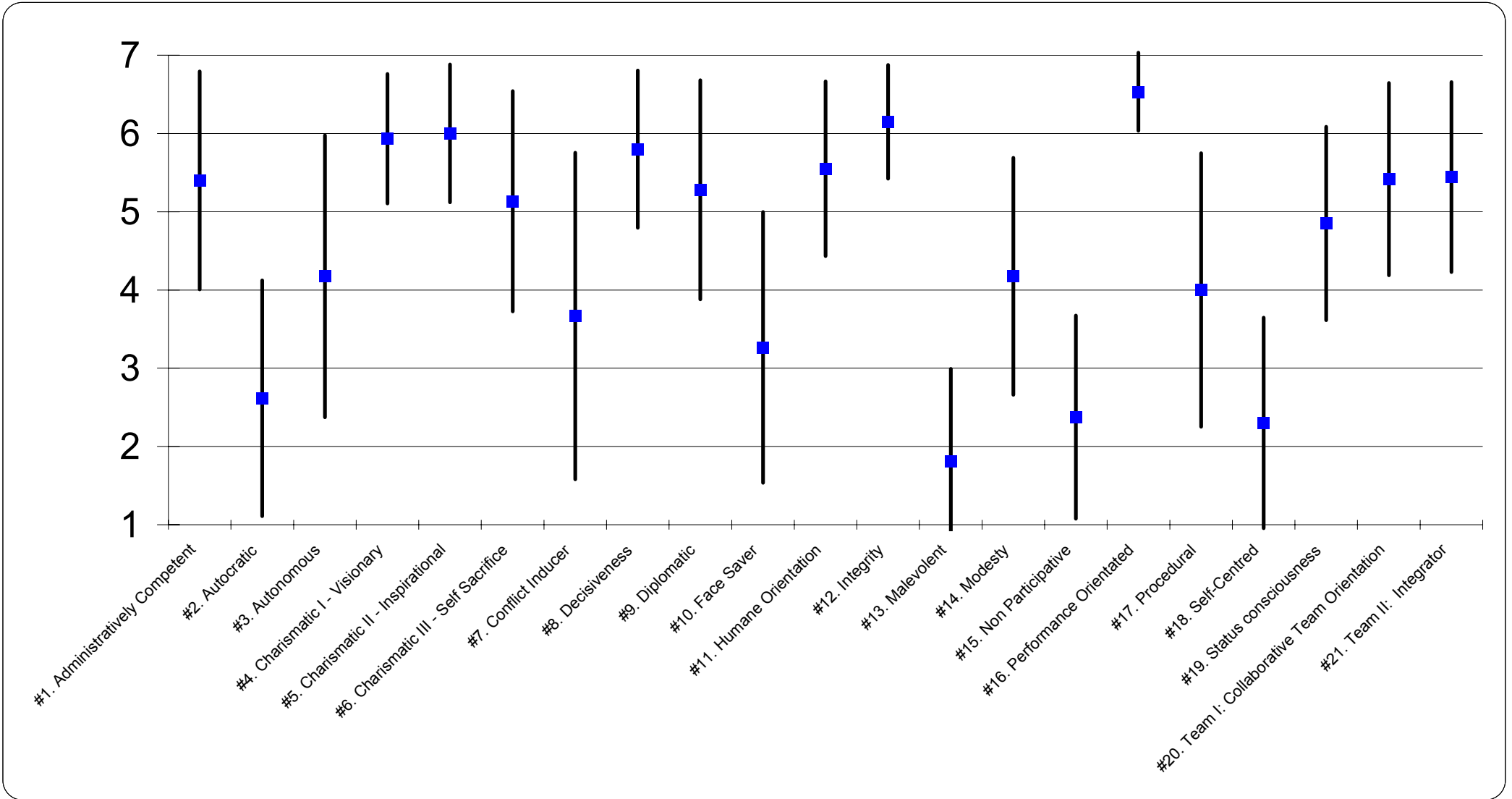
Your scores
  Your team's scores



**DIAGRAM 4**

This diagram shows your team's perception of **YOU**

*Team's Perception of Mary Smith*

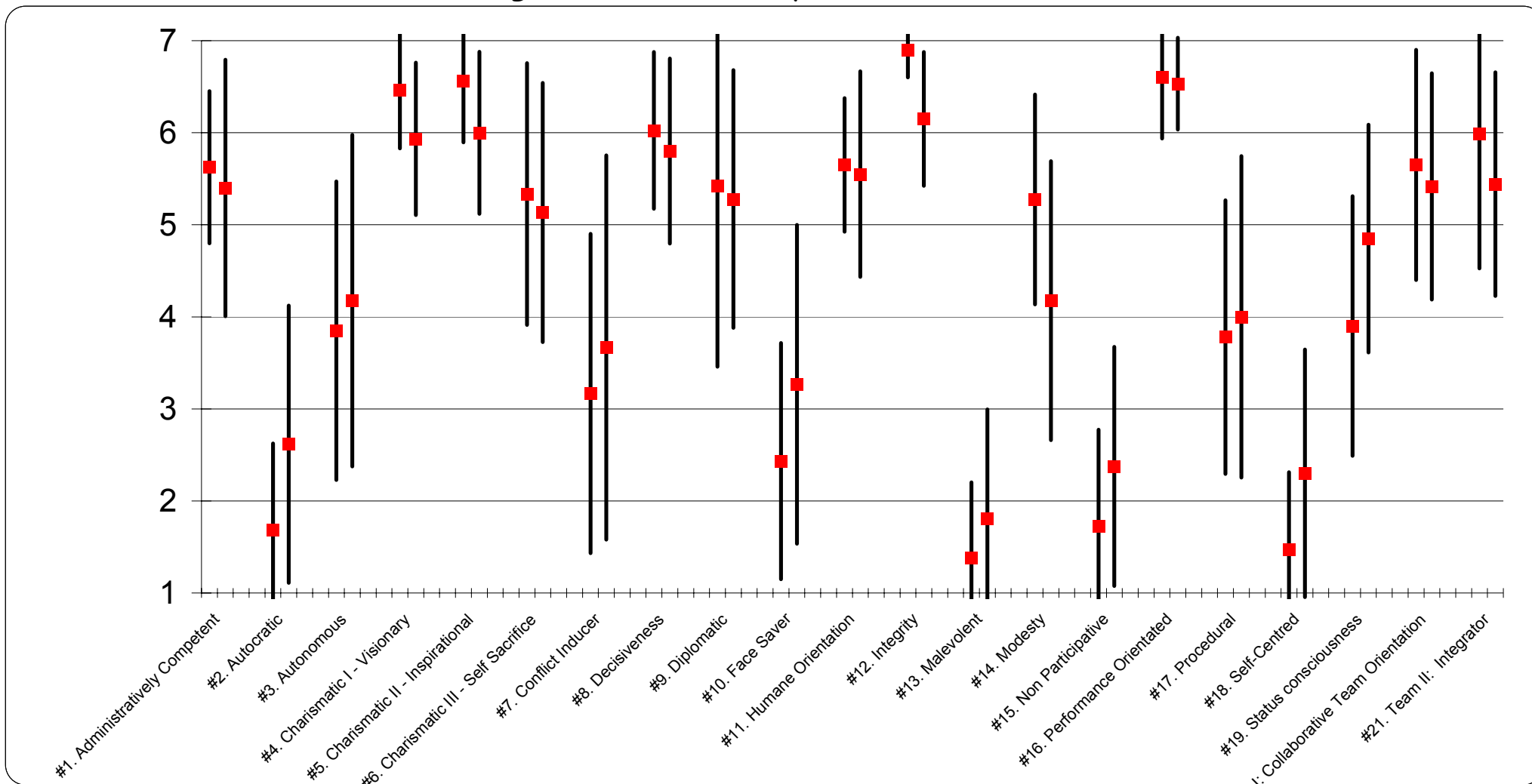


Lines show average (square box) and -1 standard deviation (lower point on line) and +1 standard deviation (top of the line)

**DIAGRAM 5**

This diagram is a combination of Diagrams 2 & 4. Each pair of lines represents your team's view of an outstanding leader and their perception of you. The difference between the averages (boxes) represents to fit between their desires and their perception of you.

*Degree of Fit - Mary Smith*



Lines show average (square box) and -1 standard deviation (lower point on line) and +1 standard deviation (top of the line)

**2. LEADERSHIP FIT SUMMARY***'Degree of Fit' Summary - Mary Smith*

|   | #1   | #2  | #3   | #4   | #5   | #6  | #7   | #8  | #9   | #10  | #11  | #12  | Average |
|---|------|-----|------|------|------|-----|------|-----|------|------|------|------|---------|
| #1. Administratively Competent              | 93%  | 97% | 76%  | 56%  | 86%  | 80% | 90%  | 59% | 69%  | 93%  | #N/A | #N/A | 80%     |
| #2. Autocratic                              | 98%  | 60% | 83%  | 86%  | 89%  | 64% | 50%  | 77% | 81%  | 86%  | #N/A | #N/A | 77%     |
| #3. Autonomous                              | 50%  | 77% | 83%  | 50%  | 85%  | 94% | 69%  | 96% | 64%  | 45%  | #N/A | #N/A | 71%     |
| #4. Charismatic I - Visionary               | 96%  | 69% | 87%  | 80%  | 90%  | 70% | 68%  | 76% | 86%  | 87%  | #N/A | #N/A | 81%     |
| #5. Charismatic II - Inspirational          | 99%  | 70% | 85%  | 79%  | 83%  | 76% | 92%  | 79% | 91%  | 96%  | #N/A | #N/A | 85%     |
| #6. Charismatic III - Self Sacrifice        | 75%  | 83% | 89%  | 50%  | 78%  | 53% | 58%  | 56% | 87%  | 84%  | #N/A | #N/A | 71%     |
| #7. Conflict Inducer                        | 86%  | 97% | 72%  | 80%  | 34%  | 89% | 92%  | 79% | 89%  | 77%  | #N/A | #N/A | 79%     |
| #8. Decisiveness                            | 98%  | 91% | 94%  | 79%  | 94%  | 76% | 86%  | 61% | 90%  | 90%  | #N/A | #N/A | 86%     |
| #9. Diplomatic                              | 98%  | 83% | 76%  | 69%  | 74%  | 66% | 73%  | 67% | 95%  | 69%  | #N/A | #N/A | 77%     |
| #10. Face Saver                             | 100% | 88% | 38%  | 59%  | 63%  | 73% | 66%  | 46% | 60%  | 72%  | #N/A | #N/A | 67%     |
| #11. Humane Orientation                     | 50%  | 70% | 75%  | 79%  | 63%  | 50% | 86%  | 88% | 71%  | 79%  | #N/A | #N/A | 71%     |
| #12. Integrity                              | 100% | 69% | 100% | 83%  | 81%  | 83% | 71%  | 83% | 100% | 100% | #N/A | #N/A | 87%     |
| #13. Malevolent                             | 100% | 78% | 93%  | 86%  | 95%  | 76% | 80%  | 85% | 88%  | 92%  | #N/A | #N/A | 87%     |
| #14. Modesty                                | 79%  | 63% | 83%  | 50%  | 81%  | 30% | 64%  | 63% | 100% | 58%  | #N/A | #N/A | 67%     |
| #15. Non Participative                      | 100% | 79% | 100% | 72%  | 79%  | 84% | 79%  | 67% | 76%  | 95%  | #N/A | #N/A | 83%     |
| #16. Performance Orientated                 | 95%  | 89% | 100% | 92%  | 100% | 87% | 95%  | 83% | 83%  | 100% | #N/A | #N/A | 92%     |
| #17. Procedural                             | 50%  | 88% | 88%  | 58%  | 96%  | 95% | 80%  | 61% | 88%  | 79%  | #N/A | #N/A | 78%     |
| #18. Self-Centred                           | 100% | 64% | 88%  | 45%  | 100% | 70% | 94%  | 83% | 81%  | 100% | #N/A | #N/A | 83%     |
| #19. Status consciousness                   | 60%  | 55% | 100% | 100% | 100% | 89% | 100% | 64% | 63%  | 64%  | #N/A | #N/A | 79%     |
| #20. Team I: Collaborative Team Orientation | 87%  | 72% | 69%  | 79%  | 85%  | 71% | 74%  | 78% | 92%  | 89%  | #N/A | #N/A | 80%     |
| #21. Team II: Integrator                    | 79%  | 71% | 89%  | 61%  | 74%  | 72% | 80%  | 65% | 76%  | 90%  | #N/A | #N/A | 76%     |
| Average                                     | 94%  | 77% | 87%  | 74%  | 85%  | 74% | 76%  | 75% | 85%  | 88%  | #N/A | #N/A | 82%     |

Note: Blue numbers are above 85% and red numbers are below 50%

## Leadership Fit Summary - Cargill Leader Summary

Over 200 leaders have participated in this questionnaire so far from 40 countries.

Many aspects of leadership is situational and making comparisons of leaders from around the world (based on this data) could be misleading, nevertheless below you will find the summary data from the database. Can I encourage you not to jump to conclusions without looking carefully into your situation first and ensuring you understand what your team are saying to you.

|   | <b>Your Score</b> | <b>----- C A R G I L L   L E A D E R S -----</b> |                    |                       |                            |
|---|-------------------|--|--------------------|-----------------------|----------------------------|
|   |                   | <b><u>Low</u></b>                                | <b><u>High</u></b> | <b><u>Average</u></b> | <b><u>Standard Dev</u></b> |
| #1. Administratively Competent              | 80%               | 34%  | 93%                | 79%                   | 0.08                       |
| #2. Autocratic                              | 77%               | 25%  | 97%                | 77%                   | 0.12                       |
| #3. Autonomous                              | 71%               | 52%  | 90%                | 71%                   | 0.07                       |
| #4. Charismatic I - Visionary               | 81%               | 27%  | 95%                | 79%                   | 0.09                       |
| #5. Charismatic II - Inspirational          | 85%               | 30%  | 93%                | 77%                   | 0.09                       |
| #6. Charismatic III - Self Sacrifice        | 71%               | 38%  | 87%                | 74%                   | 0.07                       |
| #7. Conflict Inducer                        | 79%               | 51%  | 91%                | 74%                   | 0.08                       |
| #8. Decisiveness                            | 86%               | 48%  | 93%                | 81%                   | 0.06                       |
| #9. Diplomatic                              | 77%               | 30%  | 91%                | 78%                   | 0.07                       |
| #10. Face Saver                             | 67%               | 50%  | 89%                | 74%                   | 0.07                       |
| #11. Humane Orientation                     | 71%               | 38%  | 92%                | 78%                   | 0.08                       |
| #12. Integrity                              | 87%               | 36%  | 96%                | 84%                   | 0.08                       |
| #13. Malevolent                             | 87%               | 26%  | 98%                | 87%                   | 0.07                       |
| #14. Modesty                                | 67%               | 29%  | 90%                | 75%                   | 0.09                       |
| #15. Non Participative                      | 83%               | 22%  | 91%                | 77%                   | 0.09                       |
| #16. Performance Orientated                 | 92%               | 56%  | 96%                | 84%                   | 0.06                       |
| #17. Procedural                             | 78%               | 54%  | 91%                | 74%                   | 0.06                       |
| #18. Self-Centred                           | 83%               | 32%  | 95%                | 79%                   | 0.06                       |
| #19. Status consciousness                   | 79%               | 36%  | 95%                | 76%                   | 0.08                       |
| #20. Team I: Collaborative Team Orientation | 80%               | 34%  | 91%                | 79%                   | 0.09                       |
| #21. Team II: Integrator                    | 76%               | 30%  | 92%                | 79%                   | 0.07                       |

### **3. HIGH & LOW STANDARD DEVIATIONS**

There are some limitations with 'averaging' and to minimise them, the remaining sections of this report highlights specific questions, not groups, plus a standard deviation is shown in some areas.

Each of your team members scored the questionnaire on a scale of 1-7. Some areas resulted in a very common view amongst your team on their scores (a low deviation  $\leq 0.8$ ), however, some resulted in a wide spread of views (a high deviation  $\geq 1.5$ ). The following lists highlight 8 of these areas and the corresponding average scores of your team. At the extremes of the scaling, a score of 1 represents a behaviour or characteristic that your team feels **greatly inhibits** a person from being an outstanding leader, whereas a score of 7 represents a behaviour or characteristic that your team feels **contributes greatly** to a person being an outstanding leader.

#### **3.1 YOUR TEAM'S VIEW OF AN OUTSTANDING LEADER**

The list below is where your team have a common view across the whole group on what they desire from an outstanding leader:-

This list is sorted by standard deviation (ascending order)

##### **COMMON VIEW**

|   | <b>Avg</b> | <b>S. Dev</b> |
|---|------------|---------------|
| <i>105. Dishonest - Fraudulent, insincere</i>   | 1.0        | 0.0           |
| <i>16. Trustworthy - Deserves trust, can be believed and relied upon to keep his/her word</i> | 7.0        | 0.0           |
| <i>15. Sincere - Means what he/she says, earnest</i>  | 7.0        | 0.0           |
| <i>106. Hostile - Actively unfriendly, acts negatively toward others</i>                      | 1.1        | 0.3           |
| <i>88. Honest - Speaks and acts truthfully</i>  | 6.9        | 0.3           |
| <i>33. Arrogant - Presumptuous or overbearing</i>   | 1.1        | 0.3           |
| <i>24. Tyrannical - Acts like a tyrant or despot; imperious, dictatorial, authoritative</i>   | 1.1        | 0.3           |
| <i>11. Improvement-Oriented - Seeks continuous performance improvement</i>                    | 6.9        | 0.3           |

The list below is where your team have widespread views of what defines an outstanding leader. All these have high standard deviation. You will find it a challenge to satisfy their desires from a leader in these areas because they vary so much.

This list is sorted by standard deviation (descending order)

### **DIFFERING VIEW**

|   | <b>Avg</b> | <b>S. Dev</b> |
|---|------------|---------------|
| <i>25. Integrator - Integrates people or things into cohesive, working whole</i>  | 5.5        | 2.3           |
| <i>27. Provocateur - Stimulates unrest</i>  | 2.9        | 2.3           |
| <i>8. Independent - Does not rely on others; self-governing</i>   | 3.9        | 1.9           |
| <i>14. Risk taker - Willing to invest major resources in endeavours that do not have high probability of being successful</i> | 5.0        | 1.8           |
| <i>6. Intra-group competitor - Tries to exceed the performance of others in his or her group</i>                              | 4.1        | 1.8           |
| <i>7. Autonomous - Acts independently, does not rely on others</i>  | 3.5        | 1.7           |
| <i>1. Diplomatic - Skilled at interpersonal relations, tactful</i>  | 5.8        | 1.7           |
| <i>41. Formal - Acts in accordance with rules, convention and ceremonies</i>  | 4.5        | 1.6           |

### **3.2 YOUR TEAM'S PERCEPTION OF YOU**

The two lists that follow now consider your group's perception of you and this shows where they hold a common view (low deviation) of your performance and secondly where they hold a differing view (high deviation). The following lists highlight 8 of these areas and the corresponding average scores of your team.

Some may look negative, however, your team's preference for an outstanding leader may have been 1 (inhibits outstanding leadership) and in their perception of you all scored 1 (no evidence), therefore all having a common view.

See Appendix 1 for all 112 questions.



**COMMON VIEW**

This list is sorted by standard deviation (ascending order)

|   | <b>Avg</b> | <b>S. Dev</b> |
|---|------------|---------------|
| <i>106. Hostile - Actively unfriendly, acts negatively toward others</i>                        | 1.1        | 0.3           |
| <i>105. Dishonest - Fraudulent, insincere</i>   | 1.1        | 0.3           |
| <i>97. Ambitious - Sets high goals, works hard</i>  | 6.6        | 0.5           |
| <i>96. Performance-oriented - Sets high standards of performance</i>                            | 6.6        | 0.5           |
| <i>37. Secretive - Tends to conceal information from others</i>                                 | 1.4        | 0.5           |
| <i>80. Excellence-Oriented - Strives for excellence in performance of self and subordinates</i> | 6.5        | 0.5           |
| <i>63. Non co-operative - Unwilling to work jointly with others</i>                             | 1.5        | 0.5           |
| <i>55. Distant - Aloof, stands off from others, difficult to become friends with</i>            | 1.5        | 0.5           |

**DIFFERING VIEWS**

This list is sorted by standard deviation (descending order)

|  | <b>Avg</b> | <b>S. Dev</b> |
|--|------------|---------------|
| <i>54. Non-explicit - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example</i> | 3.0        | 2.1           |
| <i>8. Independent - Does not rely on others; self-governing</i>  | 4.4        | 2.0           |
| <i>72. Indirect - Does not go straight to the point, uses metaphors and examples to communicate</i>                  | 2.6        | 1.9           |
| <i>62. Egotistical - Conceited, convinced of own abilities</i>   | 3.0        | 1.9           |
| <i>74. Self-effacing - Presents themselves in a modest way</i>   | 3.9        | 1.8           |
| <i>89. Domineering - Inclined to dominate others</i>   | 4.2        | 1.7           |
| <i>18. Intra-group Conflict Avoider - Avoids disputes with members of his or her group</i>                           | 3.9        | 1.7           |
| <i>111. Individualistic - Behaves in a different manner than peers</i>   | 3.3        | 1.7           |

#### **4. MAJOR & MINIMAL DIFFERENCES**

The model that underpins this leadership questionnaire and highlights the key differences between what your team desire from a leader and their perception of you. Appendix 1 shows how these differences have been calculated – the larger the number, the greater the difference in scores.

##### **4.1 MAJOR DIFFERENCES**

The list below shows the areas that have a larger difference when comparing the average scores of your team members:-

|  | <b>Difference</b> |
|--|-------------------|
| <i>89. Domineering - Inclined to dominate others</i>   | 2.50              |
| <i>2. Evasive- Refrains from making negative comments to maintain good relationships and save face</i> | 2.10              |
| <i>18. Intra-group Conflict Avoider - Avoids disputes with members of his or her group</i>             | 2.00              |
| <i>22. Clear - Easily understood</i>   | 2.00              |
| <i>25. Integrator - Integrates people or things into cohesive, working whole</i>                       | 1.90              |
| <i>46. Irritable - Moody; easily agitated</i>  | 1.80              |
| <i>53. Egocentric - Self-absorbed, thoughts focus mostly on one's self</i>                             | 1.80              |
| <i>33. Arrogant - Presumptuous or overbearing</i>  | 1.70              |
| <i>51. Compassionate - Has empathy for others, inclined to be helpful or show mercy</i>                | 1.70              |
| <i>87. Patient - Has and shows patience</i>  | 1.60              |

##### **4.2 MINIMAL DIFFERENCES**

This list shows the areas with the smallest differences, which implies that you are performing in a way your team require:-

|  | <b>Difference</b> |
|--|-------------------|
| <i>105. Dishonest - Fraudulent, insincere</i>  | 0.10              |
| <i>106. Hostile - Actively unfriendly, acts negatively toward others</i>   | 0.20              |
| <i>97. Ambitious - Sets high goals, works hard</i>   | 0.20              |
| <i>59. Cunning - Sly, deceitful, full of guile</i>   | 0.20              |
| <i>29. Unique - An unusual person, has characteristics of behaviours that are different from most others</i>                   | 0.20              |
| <i>112. Ritualistic - Uses a prescribed order to carry out procedures</i>  | 0.30              |
| <i>93. Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges</i>  | 0.30              |
| <i>70. Non-egalitarian - Believes that all individuals are not equal and only some should have equal rights and privileges</i> | 0.30              |
| <i>52. Subdued - Suppressed, quiet, tame (REVERSE SCORE)</i>   | 0.30              |
| <i>80. Excellence-Oriented - Strives for excellence in performance of self and subordinates</i>                                | 0.40              |

I suggest you look for common themes in the above lists and choose a selection to address over the next six months.

## **5. WHERE NOW?**

1. Thank your team for contributing. Please reiterate that the data is totally confidential and under no circumstances do you see their scores nor does anybody else. They receive no information from me formally, but we do offer to facilitate a session amongst your team to help you try and bridge these gaps.
2. As a **group** you need to gain commitment to making necessary changes. That includes YOU and THEM. It is not their responsibility to change, nor is it solely yours. The changes can occur in three ways.
  - (a) **YOU** making a shift in your style to be more of a leader they want you to be – it is too early to commit to specifics now but I suggest you consider them over the next 2 months and we agree a plan.
  - (b) **THEY** make the commitment to move in your direction and to do that they need to understand your motives and reason behind your leadership style.
  - (c) Agree that **differences** are healthy and they should be maintained.

I suggest we try and look for one area in (a), (b) and (c) to be the priority for the next 6 months and develop a plan.

I strongly encourage that you validate any conclusions you draw from this report, by obtaining factual examples of the behaviour(s) from some or all of the participants.

3. You may be considering creating a more thorough development plan for yourself and would like assistance with its creation and structuring. Please contact me if you would like help. We would need to come to some arrangement of the amount of time and an agreement on the costs that would incur, but I am available to assist in whatever way is feasible.

Thank you once again for participating. Under no circumstances do we share your data with anybody where you can be revealed. Your participation has given us access to a wide variety of nationalities and is part of access to 2,500 people from 40 countries in Cargill. We are now building up an interesting picture of what various nationalities aspire to have from their leaders.

Please let me know if you need any further help.

**Dave McKie**      **Dec-2002**  
European Organisation Effectiveness

*Office + 44.1932.861395*

*Mobile +44.7768.992536*

## APPENDIX 1 LEADER: Mary Smith

**Min / Max** - The minimum and maximum scores given by your team members in response to a particular question.

**Avg** - The average score from your team, calculated by dividing all of the scores given by the number of team members that responded.

**Difference** - Sum of the absolute differences between the Outstanding Leader score and the Leader Perception score for each respondent divided by the total number of respondents.

**S. Dev.** - Standard Deviation shows degrees of consistency ( $\leq 1$ ) or diversification ( $\geq 1.5$ , to max of 2.7).

|  | Team's view of an  |     |     | Team's Perception |     |     | Red>1.5 | S. Dev. |
|--|--------------------|-----|-----|-------------------|-----|-----|---------|---------|
|  | Outstanding Leader |     |     | of Mary Smith     |     |     |         |         |
|  | Min                | Max | Avg | Min               | Max | Avg |         |         |
| 1. Diplomatic - Skilled at interpersonal relations, tactful  | 1                  | 7   | 5.8 | 4                 | 7   | 5.8 | 1.20    | 1.5     |
| 2. Evasive- Refrains from making negative comments to maintain good relationships and save face                                | 1                  | 6   | 2.8 | 2                 | 6   | 4.1 | 2.10    | 1.4     |
| 3. Mediator - Intervenes to solve conflicts between individuals  | 4                  | 7   | 5.4 | 2                 | 7   | 4.8 | 1.00    | 1.1     |
| 4. Bossy - Tells subordinates what to do in a commanding way   | 1                  | 3   | 1.6 | 1                 | 5   | 2.7 | 1.20    | 1.3     |
| 5. Positive - Generally optimistic and confident   | 6                  | 7   | 6.8 | 5                 | 7   | 6.4 | 0.80    | 0.7     |
| 6. Intra-group competitor - Tries to exceed the performance of others in his or her group                                      | 1                  | 7   | 4.1 | 2                 | 7   | 4.8 | 1.50    | 1.5     |
| 7. Autonomous - Acts independently, does not rely on others  | 1                  | 6   | 3.5 | 2                 | 6   | 4.7 | 1.40    | 1.3     |
| 8. Independent - Does not rely on others; self-governing   | 1                  | 7   | 3.9 | 1                 | 7   | 4.4 | 1.10    | 1.7     |
| 9. Ruthless - Punitive; Having no pity or compassion   | 1                  | 2   | 1.3 | 1                 | 4   | 1.6 | 0.70    | 0.9     |
| 10. Tender - Easily hurt or offended   | 1                  | 4   | 2.0 | 1                 | 6   | 3.4 | 1.40    | 1.7     |
| 11. Improvement-Oriented - Seeks continuous performance improvement  | 6                  | 7   | 6.9 | 6                 | 7   | 6.5 | 0.40    | 0.5     |
| 12. Inspirational - Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard | 6                  | 7   | 6.8 | 4                 | 7   | 5.7 | 1.10    | 0.8     |
| 13. Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future                          | 6                  | 7   | 6.5 | 4                 | 7   | 5.7 | 1.00    | 0.7     |
| 14. Risk taker - Willing to invest major resources in endeavours that do not have high probability of being successful         | 1                  | 7   | 5.0 | 1                 | 6   | 4.1 | 1.10    | 1.0     |
| 15. Sincere - Means what he/she says, earnest  | 7                  | 7   | 7.0 | 5                 | 7   | 6.2 | 0.80    | 0.8     |
| 16. Trustworthy - Deserves trust, can be believed and relied upon to keep his/her word   | 7                  | 7   | 7.0 | 5                 | 7   | 6.2 | 0.80    | 0.8     |
| 17. Worldly - Interested in temporal events, has a world outlook   | 5                  | 7   | 5.9 | 3                 | 7   | 5.4 | 0.90    | 1.1     |
| 18. Intra-group Conflict Avoider - Avoids disputes with members of his or her group  | 1                  | 4   | 2.1 | 2                 | 6   | 3.9 | 2.00    | 1.8     |
| 19. Administratively Skilled - Able to plan, organise, co-ordinate and control work of large numbers (over 75) of individuals  | 5                  | 7   | 5.7 | 3                 | 7   | 5.2 | 1.20    | 1.0     |
| 20. Just - Acts according to what is right or fair   | 6                  | 7   | 6.7 | 5                 | 7   | 6.1 | 0.60    | 0.7     |
| 21. Win/win problem-solver - Able to identify solutions which satisfy individuals with diverse and conflicting interests       | 5                  | 7   | 6.5 | 4                 | 7   | 5.8 | 0.70    | 0.7     |
| 22. Clear - Easily understood  | 5                  | 7   | 6.8 | 3                 | 6   | 4.8 | 2.00    | 1.5     |
| 23. Self-interested - Pursues own best interests   | 1                  | 4   | 2.2 | 2                 | 6   | 3.4 | 1.50    | 1.7     |
| 24. Tyrannical - Acts like a tyrant or despot; imperious, dictatorial, authoritative   | 1                  | 2   | 1.1 | 1                 | 4   | 1.7 | 0.80    | 1.2     |
| 25. Integrator - Integrates people or things into cohesive, working whole  | 1                  | 7   | 5.5 | 4                 | 7   | 5.6 | 1.90    | 1.8     |
| 26. Calm - Not easily distressed   | 4                  | 7   | 5.8 | 2                 | 6   | 4.5 | 1.50    | 1.7     |
| 27. Provocateur - Stimulates unrest  | 1                  | 7   | 2.9 | 1                 | 6   | 2.8 | 1.20    | 1.1     |
| 28. Loyal - Stays with and supports friends even when they have substantial problems or difficulties                           | 3                  | 7   | 5.6 | 2                 | 7   | 5.6 | 1.20    | 1.0     |
| 29. Unique - An unusual person, has characteristics of behaviours that are different from most others                          | 3                  | 6   | 4.8 | 1                 | 6   | 4.3 | 0.20    | 0.4     |

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|  | Team's view of an  |     |     | Team's Perception |     |     | Red>1.5 | S. Dev. |
|--|--------------------|-----|-----|-------------------|-----|-----|---------|---------|
|  | Outstanding Leader |     |     | of Mary Smith     |     |     |         |         |
|  | Min                | Max | Avg | Min               | Max | Avg |         |         |
| 30. Collaborative - Works jointly with others  | 6                  | 7   | 6.5 | 5                 | 7   | 6.0 | 0.50    | 0.5     |
| 31. Encouraging - Gives courage, confidence or hope through reassuring and advising  | 6                  | 7   | 6.7 | 4                 | 7   | 6.0 | 0.70    | 1.1     |
| 32. Morale booster - Increases morale of subordinates by offering encouragement, praise, and/or by being confident                       | 5                  | 7   | 6.4 | 4                 | 7   | 5.7 | 0.90    | 1.1     |
| 33. Arrogant - Presumptuous or overbearing   | 1                  | 2   | 1.1 | 1                 | 5   | 2.8 | 1.70    | 1.6     |
| 34. Orderly - Is organised and methodological in work  | 3                  | 7   | 5.2 | 3                 | 7   | 5.3 | 1.00    | 1.0     |
| 35. Prepared - Is ready for future events  | 4                  | 7   | 6.3 | 4                 | 7   | 5.7 | 0.50    | 0.5     |
| 36. Autocratic - Makes decisions in dictatorial way  | 1                  | 4   | 1.8 | 1                 | 4   | 2.5 | 0.90    | 1.3     |
| 37. Secretive - Tends to conceal information from others   | 1                  | 2   | 1.5 | 1                 | 2   | 1.4 | 0.50    | 0.5     |
| 38. Asocial - Avoids people or groups, prefers own company   | 1                  | 3   | 1.3 | 1                 | 4   | 1.8 | 0.90    | 0.9     |
| 39. Fraternal - Tends to be a good friend of subordinates  | 1                  | 6   | 4.1 | 4                 | 7   | 5.4 | 1.10    | 1.2     |
| 40. Generous - Willing to give time, money, resources and help to others   | 5                  | 7   | 5.7 | 5                 | 7   | 5.8 | 1.10    | 0.8     |
| 41. Formal - Acts in accordance with rules, convention and ceremonies  | 2                  | 7   | 4.5 | 3                 | 7   | 4.9 | 0.80    | 0.8     |
| 42. Modest - Does not boast, presents self in a humble manner  | 4                  | 7   | 5.2 | 2                 | 6   | 3.8 | 1.50    | 1.7     |
| 43. Intelligent - Smart, learns and understands easily (REVERSE SCORE)   | 1                  | 2   | 1.2 | 1                 | 4   | 1.6 | 0.80    | 0.9     |
| 44. Decisive - Makes decisions firmly and quickly  | 5                  | 7   | 6.0 | 4                 | 7   | 5.5 | 1.10    | 1.1     |
| 45. Consultative - Consults with others before making plans or taking action   | 5                  | 7   | 5.9 | 3                 | 6   | 4.7 | 1.20    | 1.2     |
| 46. Irritable - Moody; easily agitated   | 1                  | 3   | 1.2 | 1                 | 5   | 2.3 | 1.80    | 1.3     |
| 47. Loner - Works and acts separately from others  | 1                  | 2   | 1.2 | 1                 | 5   | 3.0 | 1.10    | 1.3     |
| 48. Enthusiastic - Demonstrates and imparts strong positive emotions for work  | 6                  | 7   | 6.6 | 5                 | 7   | 6.2 | 0.80    | 0.8     |
| 49. Risk averse - Avoids taking risks, dislikes risk   | 1                  | 3   | 1.8 | 1                 | 4   | 2.5 | 0.90    | 0.8     |
| 50. Vindictive - Vengeful; seeks revenge when wronged  | 1                  | 3   | 1.2 | 1                 | 4   | 1.6 | 0.80    | 1.0     |
| 51. Compassionate - Has empathy for others, inclined to be helpful or show mercy   | 5                  | 7   | 5.6 | 3                 | 7   | 5.3 | 1.70    | 1.1     |
| 52. Subdued - Suppressed, quiet, tame (REVERSE SCORE)  | 2                  | 6   | 3.8 | 2                 | 7   | 5.0 | 0.30    | 0.6     |
| 53. Egocentric - Self-absorbed, thoughts focus mostly on one's self  | 1                  | 2   | 1.4 | 1                 | 6   | 3.2 | 1.80    | 1.5     |
| 54. Non-explicit - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example                            | 1                  | 5   | 2.3 | 1                 | 6   | 3.0 | 1.10    | 1.2     |
| 55. Distant - Aloof, stands off from others, difficult to become friends with  | 1                  | 3   | 1.6 | 1                 | 2   | 1.5 | 0.50    | 0.7     |
| 56. Intellectually stimulating - Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes of others | 5                  | 7   | 6.5 | 5                 | 7   | 6.3 | 0.60    | 0.5     |
| 57. Cautious - Proceeds/performs with great care and does not take risks   | 2                  | 4   | 2.5 | 2                 | 4   | 2.8 | 0.50    | 0.5     |
| 58. Organised - well organised, methodical, orderly  | 5                  | 7   | 5.7 | 3                 | 7   | 5.5 | 0.60    | 0.7     |
| 59. Cunning - Sly, deceitful, full of guile  | 1                  | 2   | 1.3 | 1                 | 3   | 1.5 | 0.20    | 0.4     |
| 60. Informed - Knowledgeable; aware of information   | 6                  | 7   | 6.7 | 5                 | 7   | 6.2 | 0.50    | 0.7     |
| 61. Effective bargainer - Is able to negotiate effectively, able to make transactions with others on favourable terms                    | 6                  | 7   | 6.8 | 3                 | 7   | 5.5 | 1.30    | 1.2     |
| 62. Egotistical - Conceited, convinced of own abilities  | 1                  | 5   | 2.1 | 1                 | 6   | 3.0 | 1.40    | 1.6     |

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|   | Team's view of an  |     |     | Team's Perception |     |     | Red>1.5 | S. Dev. |
|---|--------------------|-----|-----|-------------------|-----|-----|---------|---------|
|   | Outstanding Leader |     |     | of Mary Smith     |     |     |         |         |
|   | Min                | Max | Avg | Min               | Max | Avg |         |         |
| 63. Non co-operative - Unwilling to work jointly with others  | 1                  | 3   | 1.4 | 1                 | 2   | 1.5 | 0.50    | 0.7     |
| 64. Logical - Applies logic when thinking   | 4                  | 7   | 6.2 | 4                 | 7   | 6.0 | 0.50    | 0.7     |
| 65. Status-conscious - Aware of others' socially accepted status  | 2                  | 7   | 4.1 | 2                 | 7   | 4.9 | 0.90    | 1.1     |
| 66. Foresight - Anticipates possible future events  | 5                  | 7   | 6.2 | 4                 | 7   | 5.8 | 0.60    | 0.7     |
| 67. Plans ahead - Anticipates and prepares in advance   | 6                  | 7   | 6.5 | 4                 | 7   | 5.6 | 0.90    | 0.9     |
| 68. Normative - Behaves according to the norms of his or her group  | 2                  | 6   | 3.9 | 2                 | 7   | 4.8 | 1.10    | 1.8     |
| 69. Individually-Oriented - Concerned with and places high value on preserving individual rather than group needs       | 1                  | 5   | 2.3 | 1                 | 4   | 2.7 | 0.80    | 0.8     |
| 70. Non-egalitarian - Believes that all individuals are not equal and only some should have equal rights and privileges | 1                  | 5   | 1.9 | 1                 | 4   | 1.6 | 0.30    | 0.5     |
| 71. Intuitive - Has extra insight   | 4                  | 7   | 5.9 | 4                 | 7   | 5.7 | 0.70    | 0.7     |
| 72. Indirect - Does not go straight to the point, uses metaphors and examples to communicate                            | 1                  | 5   | 2.7 | 1                 | 6   | 2.6 | 1.50    | 1.4     |
| 73. Habitual - Given to a constant, regular routine   | 1                  | 5   | 3.0 | 1                 | 6   | 2.8 | 0.90    | 1.3     |
| 74. Self-effacing - Presents themselves in a modest way   | 3                  | 6   | 4.2 | 1                 | 6   | 3.9 | 0.50    | 0.9     |
| 75. Able to Anticipate - Able to successfully anticipate future needs   | 5                  | 7   | 6.4 | 4                 | 7   | 5.8 | 0.80    | 0.7     |
| 76. Motive Arouser - Mobilises and activates followers  | 6                  | 7   | 6.7 | 5                 | 7   | 5.7 | 1.00    | 0.7     |
| 77. Sensitive - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                 | 3                  | 6   | 4.7 | 3                 | 7   | 4.5 | 1.40    | 1.2     |
| 78. Convincing - Usually able to persuade others of his/her viewpoint   | 2                  | 7   | 5.2 | 4                 | 7   | 5.6 | 1.20    | 1.3     |
| 79. Communicative - Communicates with others frequently   | 6                  | 7   | 6.5 | 3                 | 7   | 5.4 | 1.30    | 1.3     |
| 80. Excellence-Oriented - Strives for excellence in performance of self and subordinates                                | 4                  | 7   | 6.4 | 6                 | 7   | 6.5 | 0.40    | 0.5     |
| 81. Procedural - Follows established rules and guidelines   | 3                  | 7   | 5.0 | 2                 | 7   | 5.5 | 0.70    | 0.7     |
| 82. Confidence builder - Instils others with confidence by showing confidence in them                                   | 6                  | 7   | 6.5 | 5                 | 7   | 5.9 | 0.60    | 0.7     |
| 83. Group-Oriented - Concerned with the welfare of the group  | 5                  | 7   | 6.4 | 4                 | 7   | 6.0 | 1.00    | 0.9     |
| 84. Class Conscious - Is conscious of class and status boundaries and acts accordingly                                  | 1                  | 6   | 3.7 | 3                 | 6   | 4.8 | 0.70    | 1.0     |
| 85. Non-participative - Does not participate with others  | 1                  | 2   | 1.2 | 1                 | 3   | 1.7 | 0.50    | 0.7     |
| 86. Self-sacrificial - Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision        | 5                  | 7   | 5.8 | 2                 | 6   | 4.8 | 1.20    | 0.9     |
| 87. Patient - Has and shows patience  | 5                  | 7   | 5.9 | 2                 | 6   | 4.5 | 1.60    | 1.2     |
| 88. Honest - Speaks and acts truthfully   | 6                  | 7   | 6.9 | 5                 | 7   | 6.1 | 0.80    | 0.8     |
| 89. Domineering - Inclined to dominate others   | 1                  | 5   | 2.0 | 1                 | 7   | 4.2 | 2.50    | 1.7     |
| 90. Intra-group face saver - Ensures that other group members are not embarrassed or shamed                             | 3                  | 7   | 5.0 | 2                 | 6   | 4.3 | 1.50    | 1.4     |
| 91. Dynamic - Highly involved, energetic, enthused, motivated   | 6                  | 7   | 6.6 | 5                 | 7   | 6.5 | 0.70    | 0.7     |
| 92. Co-ordinator - Integrates and manages work of subordinates  | 5                  | 7   | 5.8 | 4                 | 7   | 5.2 | 1.00    | 0.7     |
| 93. Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges  | 1                  | 4   | 1.8 | 1                 | 4   | 1.9 | 0.30    | 0.6     |
| 94. Team builder - Able to induce group members to work together  | 6                  | 7   | 6.8 | 5                 | 7   | 5.9 | 0.90    | 0.9     |
| 95. Cynical - Tends to believe the worst about people and events  | 1                  | 4   | 1.7 | 1                 | 3   | 1.5 | 0.70    | 0.8     |
| 96. Performance-oriented - Sets high standards of performance   | 6                  | 7   | 6.5 | 6                 | 7   | 6.6 | 0.50    | 0.5     |

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|  | Team's view of an  |     |     | Team's Perception |     |     | Diff | S. Dev |
|--|--------------------|-----|-----|-------------------|-----|-----|------|--------|
|  | Outstanding Leader |     |     | of Mary Smith     |     |     |      |        |
|  | Min                | Max | Avg | Min               | Max | Avg |      |        |
| 97. Ambitious - Sets high goals, works hard  | 6                  | 7   | 6.6 | 6                 | 7   | 6.6 | 0.20 | 0.4    |
| 98. Motivational - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices | 3                  | 7   | 6.2 | 4                 | 7   | 5.6 | 1.00 | 0.9    |
| 99. Micro-manager - An extremely close supervisor, one who insists on making all decisions                               | 1                  | 2   | 1.4 | 1                 | 5   | 3.0 | 1.60 | 1.4    |
| 100. Non-delegator - Unwilling or unable to relinquish control of projects or tasks                                      | 1                  | 2   | 1.3 | 1                 | 4   | 2.2 | 0.90 | 1.0    |
| 101. Avoids negatives - Avoids saying no to another when requested to do something, even when it cannot be done          | 1                  | 4   | 1.8 | 1                 | 6   | 3.1 | 1.50 | 1.4    |
| 102. Visionary - Has a vision and imagination of the future  | 5                  | 7   | 6.4 | 5                 | 7   | 6.1 | 0.90 | 0.8    |
| 103. Willful - Strong-willed, determined, resolute, persistent   | 5                  | 7   | 6.0 | 5                 | 7   | 6.0 | 0.60 | 0.5    |
| 104. Ruler - Is in charge and does not tolerate disagreement or questioning, gives orders                                | 1                  | 2   | 1.5 | 1                 | 5   | 1.9 | 0.80 | 0.9    |
| 105. Dishonest - Fraudulent, insincere   | 1                  | 1   | 1.0 | 1                 | 2   | 1.1 | 0.10 | 0.3    |
| 106. Hostile - Actively unfriendly, acts negatively toward others  | 1                  | 2   | 1.1 | 1                 | 2   | 1.1 | 0.20 | 0.4    |
| 107. Future-oriented - Makes plans and takes actions based on future goals   | 6                  | 7   | 6.6 | 5                 | 7   | 6.1 | 0.50 | 0.7    |
| 108. Good Administrator - Has ability to manage complex office work and administrative systems                           | 5                  | 7   | 5.9 | 3                 | 7   | 5.6 | 0.70 | 0.7    |
| 109. Dependable - Reliable (REVERSE SCORE)   | 1                  | 4   | 1.5 | 1                 | 3   | 1.9 | 0.80 | 0.7    |
| 110. Dictatorial - Forces her/his values and opinions on others  | 1                  | 3   | 1.4 | 1                 | 5   | 2.5 | 1.20 | 1.2    |
| 111. Individualistic - Behaves in a different manner than peers  | 1                  | 6   | 3.2 | 1                 | 6   | 3.3 | 1.00 | 1.1    |
| 112. Ritualistic - Uses a prescribed order to carry out procedures   | 2                  | 5   | 3.9 | 2                 | 5   | 3.6 | 0.30 | 0.9    |

### Notes on Diff and S. Dev. Columns

These columns should be read together.

- A low Diff with a low SD ( $\leq 1$ ) means a good fit and all agree
- A low Diff with a high SD ( $>1.5$ ) means a good fit, but a few team members have a differing view
- A high Diff with a low SD means that this is an issue for the respondents
- A high Diff with a high SD means that there isn't a consistent view regarding the behaviour

## APPENDIX 2 - GLOSSARY

The words below have been defined in connection with the Leadership Questionnaires completed for this survey. They are to assist the understanding of the context of the question.

|                 |   |   |
|-----------------|---|---|
| Ambitious       | - | Strong desire to succeed in their goals.  |
| Autocratic      | - | A person who believes they have absolute and unrestricted authority.  |
| Autonomous      | - | Acts in accordance with rules/principles of one's own choosing.   |
| Calm            | - | Under control, not easily excited or annoyed.   |
| Cautious        | - | Showing care, forethought   |
| Characteristics | - | The typical or distinguishing attributes and qualities of a person, group, action or thing.                                   |
| Compassionate   | - | Having a feeling of distress and pity for the suffering or misfortune of another, often including the desire to alleviate it. |
| Cunning         | - | Someone who is adept at subtle or deceptive planning/action.  |
| Dictatorial     | - | A domineering or overbearing ruler expecting obedience.   |
| Diplomatic      | - | Skilled in negotiating; tactful in dealing with people.   |
| Domineering     | - | Acts arrogantly, believes in own self-importance.   |
| Empathy         | - | Identification with or sharing of another's feelings, situation, or attitudes.  |
| Endeavours      | - | Strenuous or conscientious attempt to accomplish something.   |
| Evasive         | - | Avoids the issue.   |
| Fraudulent      | - | Acts with the intent to cheat.  |
| Humble          | - | Someone who is respectful and doesn't wish to have the attention or focus on them.  |
| Humility        | - | Not boastful about own status or accomplishments.   |
| Independent     | - | Not reliant on others for support.  |



## European Organisation Effectiveness

|                         |   |  |
|-------------------------|---|--|
| Individualistic         | - | A person whose characteristics are unique.   |
| Interpersonal           | - | Relationship between two or more persons.  |
| Intervenes              | - | Enters a situation so as to change what is happening.  |
| Intra-group competitor  | - | Creates rivalry to increase performance of group.  |
| Loyal                   | - | Shows steady faithfulness to team/peers/Company.   |
| Malevolent              | - | Wishing or doing evil to others; Nasty; Hateful.   |
| Mediator                | - | Obtains agreement to disputes.   |
| Mobilise                | - | Organise for a purpose.  |
| Modest                  | - | Having or expressing a relatively low or moderate opinion of own abilities.                                      |
| Morale                  | - | The emotional condition of a person or group, as indicated by the level of enthusiasm, confidence, cheerfulness. |
| Motive arouser          | - | Awakens motivation within their team.  |
| Norms                   | - | An established standard of behaviour.  |
| Organised               | - | Coordinated; arrange methodically.   |
| Participate             | - | Become actively involved; to share in activities.  |
| Refrains                | - | Holds oneself back from doing or saying something  |
| Risk averse             | - | Opposed to the possibility of incurring loss or misfortune.  |
| Risk taker              | - | A person who proceeds in an action with little regard to the possibility of danger or risk.                      |
| Rivalry                 | - | An instance of competing.  |
| Save face (face-saving) | - | Potentially acting inappropriately to maintain dignity or prestige.  |
| Worldly                 | - | Sophisticated; Interested in events outside of own province/country.   |

**LEADERSHIP FIT**  
**Follow-up Report**

Feedback for *Mary Smith*

PRIVATE AND CONFIDENTIAL

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## **1. OVERVIEW**

The purpose this report is identify whether there has been any perceived change/shift, in your leadership style. If so, is it a positive or a negative shift. It aims to identify areas for you to think about with respect to your effectiveness as a Cargill Leader and whether further development in those areas should be considered.

### **Background**

We have taken information from your previous Leadership Fit Report and compared it to responses received by those you have recently nominated once more. We are asking you to review changes within the 21 categories. Additionally, we have identified the top 5 categories (those that are valued the most - 'contributing greatly'), and the bottom 5 categories (those that are least valued - 'greatly inhibiting') that your team desire from an effective Outstanding Leader.

Some of your scores will be higher than others. Each person has special areas of competence and strength, and each person has areas that are opportunities for more development. To use the feedback to your advantage, it is important that you do not react to lower scores with anger, hurt, denial or defensiveness. If there are questions/categories that are lower than you expect - we strongly suggest that you obtain verification to these behaviours prior to creation of an action/development plan.

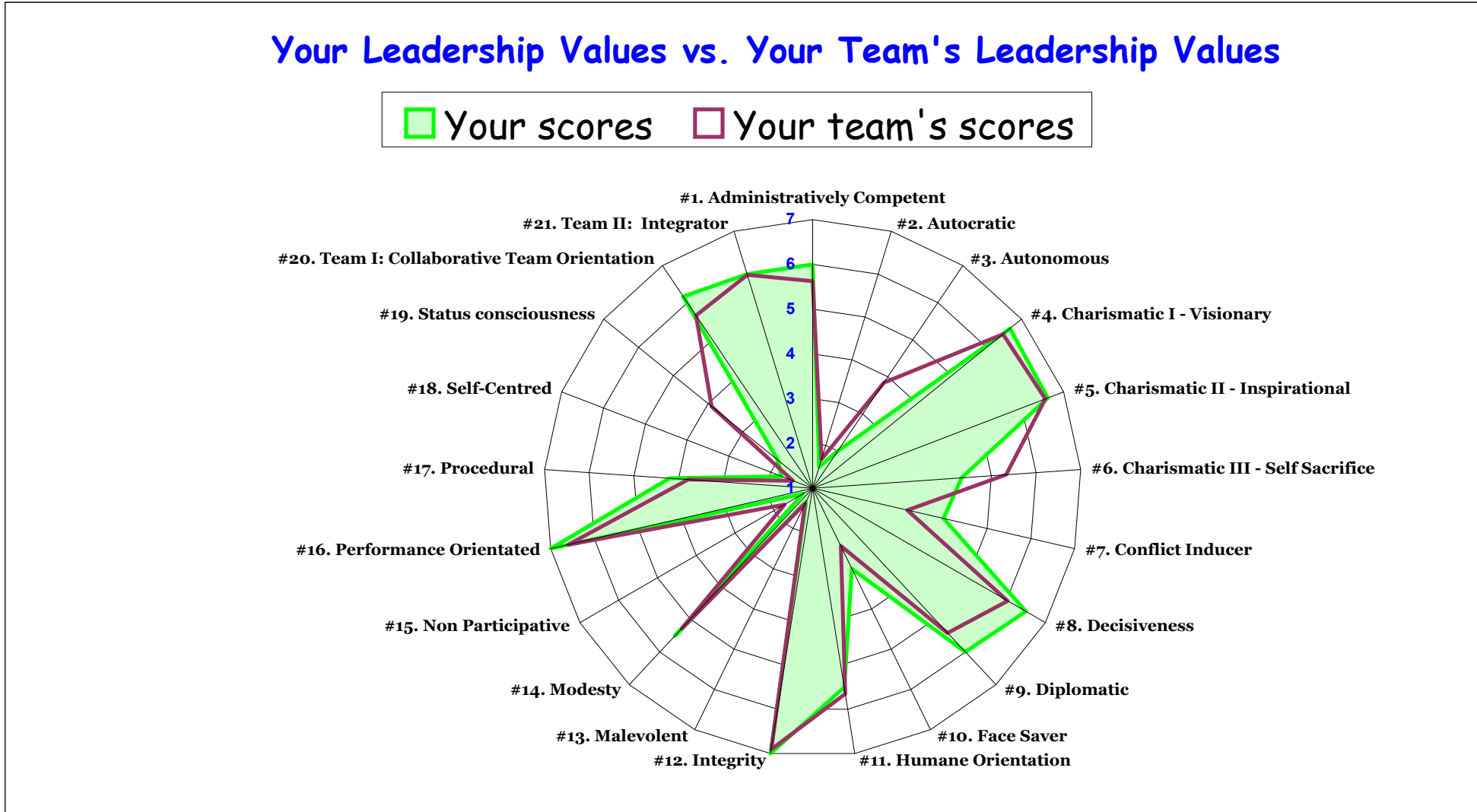
The information contained in this report is drawn from data received from the following contributors (the names are sorted alphabetically);

David Peterson\*\*  
Fred Davidson  
Hannah Adamson  
Harry Potter\*\*  
Katherine Ward\*\*  
Lisa Hart  
Peter Black \*\*  
Susan White  
Tom Jones  
Vikki Thompson\*\*

\*\* Denotes they have participated in the follow-up exercise

**DIAGRAM 1**

This **Spider Diagram** contrasts your leadership values with your team's values. You completed a questionnaire outlining your desired leadership characteristics. Your team did exactly the same. Diagram 1 shows the two sets of scores. Research suggests that leaders will find it more difficult to lead a group successfully where some core values are significantly different e.g. Integrity. From Diagram 1 you can determine where there are similarities and differences.



## 2. Have you Changed?

Table 1 shows the top five characteristics that your group consider to contribute to effective leadership. The score in the first column represents the average of the group. The percentages show the “degree of fit” calculated from their perception of you (previous and current). The higher the percentage, the higher the degree of fit between what your team wants from a leader and their perception of you. From our experience, scores of less than 80% may need some attention.

| <b>TABLE 1</b>                        | <b>Avge Score for an Outstanding Ldr</b> | <b>Prev. Degree of Fit</b> | <b>Current Degree of Fit</b> | <b>CARGILL LEADERS</b> |            |                |
|---------------------------------------|--|----------------------------|------------------------------|------------------------|------------|----------------|
|                                       |  |                            |                              | <b>High</b>            | <b>Low</b> | <b>Average</b> |
| 1. #12. Integrity                     | 6.90                                     | 87%                        | 94%                          | 96%                    | 34%        | 85%            |
| 2. #16. Performance Orientated        | 6.60                                     | 92%                        | 94%                          | 96%                    | 48%        | 84%            |
| 3. #5. Charismatic II - Inspirational | 6.56                                     | 85%                        | 88%                          | 93%                    | 26%        | 77%            |
| 4. #4. Charismatic I - Visionary      | 6.47                                     | 81%                        | 87%                          | 95%                    | 27%        | 79%            |
| 5. #8. Decisiveness                   | 6.03                                     | 86%                        | 89%                          | 93%                    | 48%        | 81%            |

The second table represents the characteristics that your group consider to **inhibit** effective leadership all of which have a low average, basically implying they do not want this characteristic from their leader.

The percentages show the degree of fit (previous and current). For example, if they do not want this characteristic and their perception is you do not display it, this would result in a high degree of fit.

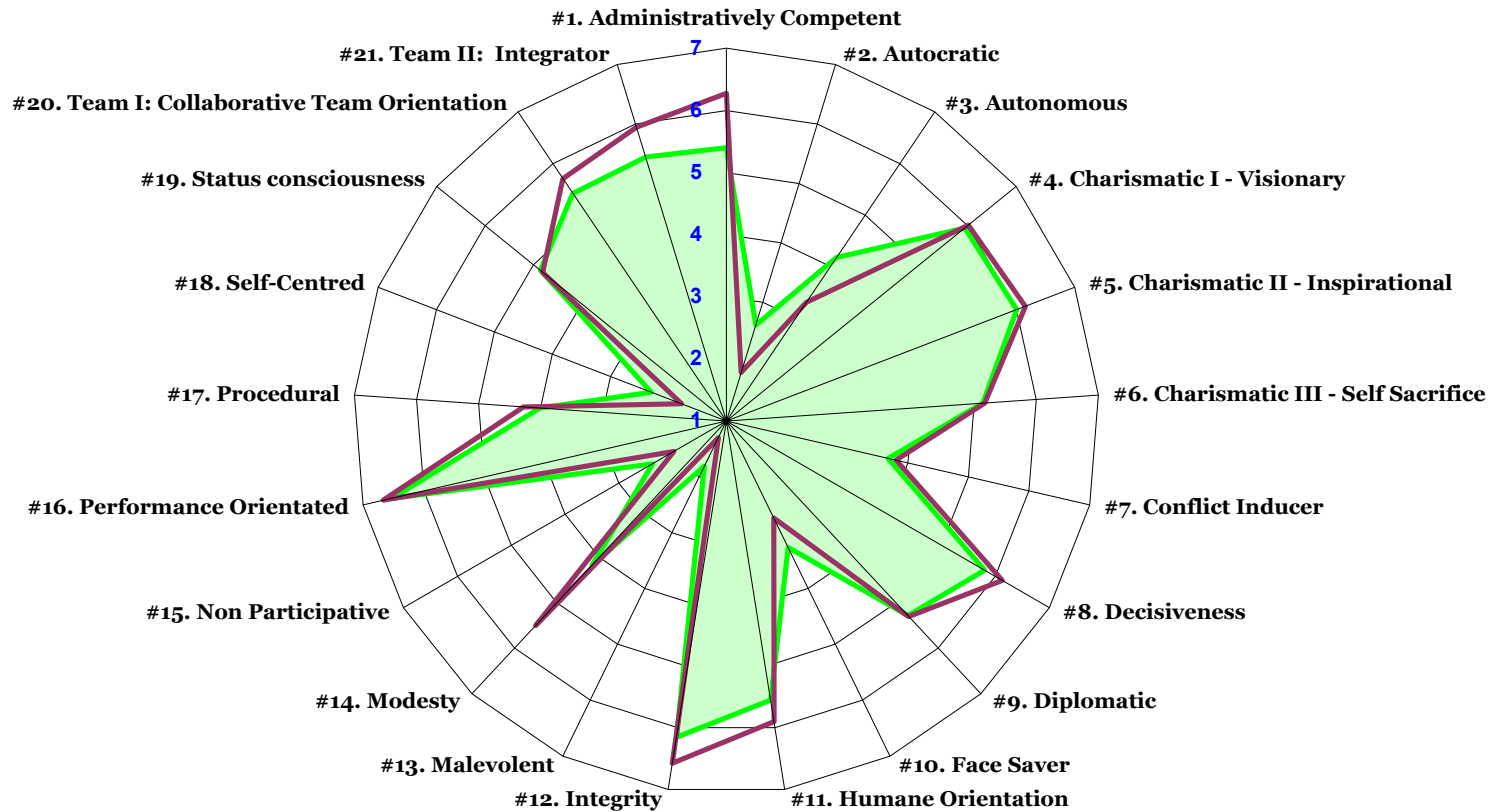
| <b>TABLE 2</b>            | <b>Avge Score for an Outstanding Ldr</b> | <b>Prev. Degree of Fit</b> | <b>Current Degree of Fit</b> | <b>CARGILL LEADERS</b> |            |                |
|---------------------------|--|----------------------------|------------------------------|------------------------|------------|----------------|
|                           |  |                            |                              | <b>High</b>            | <b>Low</b> | <b>Average</b> |
| 1. #13. Malevolent        | 1.38                                     | 87%                        | 94%                          | 97%                    | 26%        | 87%            |
| 2. #18. Self-Centred      | 1.48                                     | 78%                        | 92%                          | 91%                    | 32%        | 79%            |
| 3. #2. Autocratic         | 1.68                                     | 77%                        | 87%                          | 97%                    | 25%        | 78%            |
| 4. #15. Non Participative | 1.73                                     | 83%                        | 84%                          | 91%                    | 22%        | 77%            |
| 5. #10. Face Saver        | 2.43                                     | 67%                        | 77%                          | 89%                    | 50%        | 74%            |

**DIAGRAM 2**

This **spider diagram** contrasts your Team's perception of your leadership style. They have completed a questionnaire scoring the "frequency" of 'behaviours/characteristics' they believe you portray. Once, approx. 12 months ago and secondly, during the last month. Diagram 2 shows the two sets of scores, averaging each main characteristic. From these you are able to determine where you've improved, remained constant or deteriorated.

## Your Team's perception of You: Previously vs. Current

■ Previous Perception   
 ■ Current Perception



## Leadership Fit Summary - Cargill Leader Summary

Over 200 leaders have participated in this questionnaire so far from 40 countries.

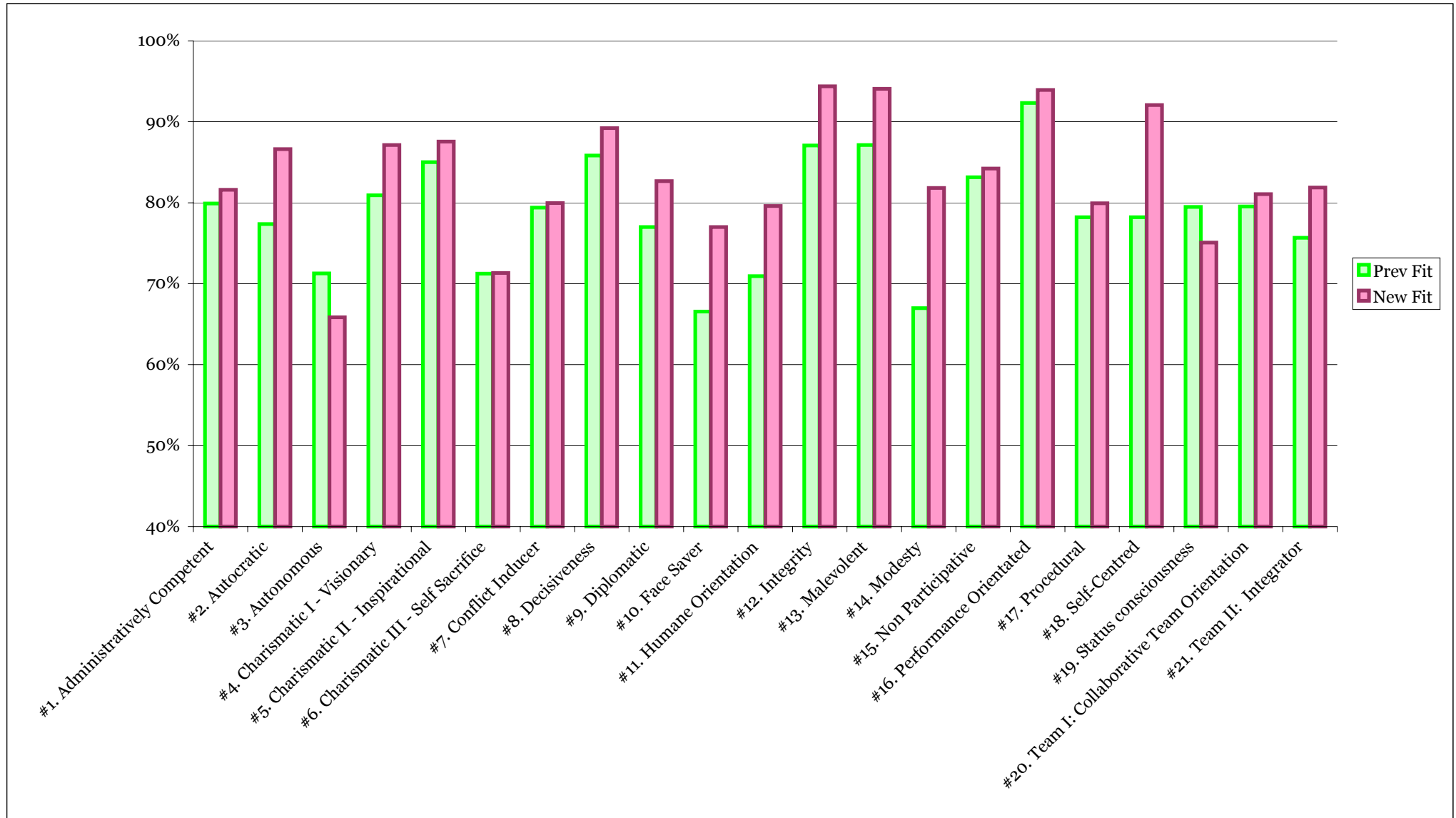
Many aspects of leadership is situational and making comparisons of leaders from around the world (based on this data) could be misleading, nevertheless below you will find the summary data from the database. Can I encourage you not to jump to conclusions without looking carefully into your situation first and ensuring you understand what your team are saying to you. The categories highlighted in **bold** correspond to the top 3 that contribute greatly to an effective leader and the bottom 3 that greatly inhibit effective leadership.

|   | <b>Your<br/>Prev<br/>Score</b> | <b>Your<br/>New<br/>Score</b> | <b>%<br/>Change</b> | ----- CARGILL LEADERS ----- |             |                |
|---|--------------------------------|-------------------------------|---------------------|-----------------------------|-------------|----------------|
|   |                                |                               |                     | <b>Low</b>                  | <b>High</b> | <b>Average</b> |
| #1. Administratively Competent              | 80%                            | 82%                           | 1.7%                | 34%                         | 93%         | 79%            |
| #2. <b>Autocratic</b>                       | 77%                            | 87%                           | 9.3%                | 25%                         | 97%         | 77%            |
| #3. Autonomous                              | 71%                            | 66%                           | -5.4%               | 52%                         | 90%         | 71%            |
| #4. Charismatic I - Visionary               | 81%                            | 87%                           | 6.2%                | 27%                         | 95%         | 79%            |
| #5. <b>Charismatic II - Inspirational</b>   | 85%                            | 88%                           | 2.5%                | 30%                         | 93%         | 77%            |
| #6. Charismatic III - Self Sacrifice        | 71%                            | 71%                           | 0.1%                | 38%                         | 87%         | 74%            |
| #7. Conflict Inducer                        | 79%                            | 80%                           | 0.6%                | 51%                         | 91%         | 74%            |
| #8. Decisiveness                            | 86%                            | 89%                           | 3.4%                | 48%                         | 93%         | 81%            |
| #9. Diplomatic                              | 77%                            | 83%                           | 5.7%                | 30%                         | 91%         | 78%            |
| #10. Face Saver                             | 67%                            | 77%                           | 10.4%               | 50%                         | 89%         | 74%            |
| #11. Humane Orientation                     | 71%                            | 80%                           | 8.7%                | 38%                         | 92%         | 78%            |
| #12. <b>Integrity</b>                       | 87%                            | 94%                           | 7.3%                | 36%                         | 96%         | 84%            |
| #13. <b>Malevolent</b>                      | 87%                            | 94%                           | 7.0%                | 26%                         | 98%         | 87%            |
| #14. Modesty                                | 67%                            | 82%                           | 14.8%               | 29%                         | 90%         | 75%            |
| #15. Non Participative                      | 83%                            | 84%                           | 1.1%                | 22%                         | 91%         | 77%            |
| #16. <b>Performance Orientated</b>          | 92%                            | 94%                           | 1.6%                | 56%                         | 96%         | 84%            |
| #17. Procedural                             | 78%                            | 80%                           | 1.7%                | 54%                         | 91%         | 74%            |
| #18. <b>Self-Centred</b>                    | 78%                            | 92%                           | 13.9%               | 32%                         | 95%         | 79%            |
| #19. Status consciousness                   | 79%                            | 75%                           | -4.4%               | 36%                         | 95%         | 76%            |
| #20. Team I: Collaborative Team Orientation | 80%                            | 81%                           | 1.5%                | 34%                         | 91%         | 79%            |
| #21. Team II: Integrator                    | 76%                            | 82%                           | 6.2%                | 30%                         | 92%         | 79%            |



**DIAGRAM 3**

This diagram graphically represents your previous 'Degree of Fit' with your current 'Degree of Fit', highlighting positive or negative growth.



## **MAJOR & MINIMAL DIFFERENCES**

This section looks at the individual questions that underpins the leadership questionnaire. Below, in each table, there are ten questions highlighting the specific attributes where your team perceive you performing at a lesser standard than they would prefer and ten where they perceive you performing to their expectations. Appendix 1 shows each question (with min, max, average, difference & its Standard deviation), for a complete study.

### **MAJOR DIFFERENCES**

The list below shows the questions that have a larger difference when calculating the average difference between the desire scores and perception scores of your team members. From our experience, differences greater than 1.5 could imply a need for change:-

|   | <b>Difference</b> |
|---|-------------------|
| <i>27. Provocateur - Stimulates unrest</i>  | 2.10              |
| <i>7. Autonomous - Acts independently, does not rely on others</i>  | 1.80              |
| <i>25. Integrator - Integrates people or things into cohesive, working whole</i>  | 1.70              |
| <i>6. Intra-group competitor - Tries to exceed the performance of others in his or her group</i>                                | 1.60              |
| <i>68. Normative - Behaves according to the norms of his or her group</i>   | 1.60              |
| <i>98. Motivational - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices</i> | 1.60              |
| <i>111. Individualistic - Behaves in a different manner than peers</i>  | 1.60              |
| <i>14. Risk taker - Willing to invest major resources in endeavours that do not have high probability of being successful</i>   | 1.50              |
| <i>22. Clear - Easily understood</i>  | 1.50              |
| <i>39. Fraternal - Tends to be a good friend of subordinates</i>  | 1.40              |

### **MINIMAL DIFFERENCES**

This list shows the areas with the smallest differences, which implies that you are performing in a way your team require:-

|   | <b>Difference</b> |
|---|-------------------|
| <i>106. Hostile - Actively unfriendly, acts negatively toward others</i>  | 0.10              |
| <i>105. Dishonest - Fraudulent, insincere</i>   | 0.10              |
| <i>85. Non-participative - Does not participate with others</i>   | 0.10              |
| <i>112. Ritualistic - Uses a prescribed order to carry out procedures</i>   | 0.20              |
| <i>59. Cunning - Sly, deceitful, full of guile</i>  | 0.20              |
| <i>43. Intelligent - Smart, learns and understands easily (REVERSE SCORE)</i>   | 0.20              |
| <i>37. Secretive - Tends to conceal information from others</i>   | 0.20              |
| <i>97. Ambitious - Sets high goals, works hard</i>  | 0.30              |
| <i>93. Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges</i> | 0.30              |
| <i>80. Excellence-Oriented - Strives for excellence in performance of self and subordinates</i>                               | 0.30              |

I suggest you look for common themes in the above lists and compare these with your previous report then choose a selection to address over the next three to six months.

## **5. WHERE NOW?**

1. Thank your team for contributing. Please reiterate that the data is totally confidential and under no circumstances do you see their scores nor does anybody else. They receive no information from me formally, but we do offer to facilitate a session amongst your team to help you try and bridge these gaps.
2. As a **group** you need to gain commitment to making necessary changes. That includes YOU and THEM. It is not their responsibility to change, nor is it solely yours. The changes can occur in three ways.
  - (a) **YOU** making a shift in your style to be more of a leader they want you to be – it is too early to commit to specifics now but I suggest you consider them over the next 2 months and we agree a plan.
  - (b) **THEY** make the commitment to move in your direction and to do that they need to understand your motives and reason behind your leadership style.
  - (c) Agree that **differences** are healthy and they should be maintained.

I suggest we try and look for one area in (a), (b) and (c) to be the priority for the next 6 months and develop a plan.

I strongly encourage that you validate any conclusions you draw from this report, by obtaining factual examples of the behaviour(s) from some or all of the participants.

3. You may be considering creating a more thorough development plan for yourself and would like assistance with its creation and structuring. Please contact me if you would like help. We would need to come to some arrangement of the amount of time and an agreement on the costs that would incur, but I am available to assist in whatever way is feasible.

Thank you once again for participating. Under no circumstances do we share your data with anybody where you can be revealed. Your participation has given us access to a wide variety of nationalities and is part of access to 2,500 people from 40 countries in Cargill. We are now building up an interesting picture of what various nationalities aspire to have from their leaders.

Please let me know if you need any further help.

**Dave McKie**      **Feb-2003**  
European Organisation Effectiveness

*Office + 44.1932.861395*

*Mobile +44.7768.992536*

## APPENDIX 1 LEADER: Mary Smith

**Min / Max** - The minimum and maximum scores given by your team members in response to a particular question.

**Avg** - The average score from your team, calculated by dividing all of the scores given by the number of team members that responded.

**Difference** - Sum of the absolute differences between the Outstanding Leader score and the Leader Perception score for each respondent divided by the total number of respondents.

**S. Dev.** - Standard Deviation shows degrees of consistency (<= 1) or diversification (>= 1.5, to max of 2.7).

|  | Team's view of an  |     |     | Team's Perception |     |     | Red>1.5 | S. Dev. |
|--|--------------------|-----|-----|-------------------|-----|-----|---------|---------|
|  | Outstanding Leader |     |     | of Mary Smith     |     |     |         |         |
|  | Min                | Max | Avg | Min               | Max | Avg |         |         |
| 1. Diplomatic - Skilled at interpersonal relations, tactful  | 1                  | 7   | 5.8 | 4                 | 7   | 6.0 | 1.00    | 1.5     |
| 2. Evasive- Refrains from making negative comments to maintain good relationships and save face                                | 1                  | 6   | 2.8 | 1                 | 6   | 3.1 | 1.10    | 1.2     |
| 3. Mediator - Intervenes to solve conflicts between individuals  | 4                  | 7   | 5.4 | 3                 | 7   | 5.3 | 1.20    | 1.1     |
| 4. Bossy - Tells subordinates what to do in a commanding way   | 1                  | 3   | 1.6 | 1                 | 5   | 2.0 | 0.50    | 0.8     |
| 5. Positive - Generally optimistic and confident   | 6                  | 7   | 6.8 | 5                 | 7   | 6.6 | 0.40    | 0.7     |
| 6. Intra-group competitor - Tries to exceed the performance of others in his or her group                                      | 1                  | 7   | 4.1 | 1                 | 7   | 4.5 | 1.60    | 1.7     |
| 7. Autonomous - Acts independently, does not rely on others  | 1                  | 6   | 3.5 | 1                 | 6   | 3.7 | 1.80    | 1.2     |
| 8. Independent - Does not rely on others; self-governing   | 1                  | 7   | 3.9 | 1                 | 6   | 3.5 | 0.90    | 1.1     |
| 9. Ruthless - Punitive; Having no pity or compassion   | 1                  | 2   | 1.3 | 1                 | 4   | 1.4 | 0.50    | 0.9     |
| 10. Tender - Easily hurt or offended   | 1                  | 4   | 2.0 | 1                 | 6   | 3.0 | 1.00    | 1.6     |
| 11. Improvement-Oriented - Seeks continuous performance improvement  | 6                  | 7   | 6.9 | 5                 | 7   | 6.5 | 0.40    | 0.7     |
| 12. Inspirational - Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard | 6                  | 7   | 6.8 | 5                 | 7   | 5.8 | 1.00    | 0.7     |
| 13. Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future                          | 6                  | 7   | 6.5 | 4                 | 7   | 6.0 | 0.70    | 0.7     |
| 14. Risk taker - Willing to invest major resources in endeavours that do not have high probability of being successful         | 1                  | 7   | 5.0 | 1                 | 6   | 3.7 | 1.50    | 1.9     |
| 15. Sincere - Means what he/she says, earnest  | 7                  | 7   | 7.0 | 5                 | 7   | 6.7 | 0.30    | 0.6     |
| 16. Trustworthy - Deserves trust, can be believed and relied upon to keep his/her word   | 7                  | 7   | 7.0 | 5                 | 7   | 6.7 | 0.30    | 0.6     |
| 17. Worldly - Interested in temporal events, has a world outlook   | 5                  | 7   | 5.9 | 3                 | 7   | 5.3 | 1.00    | 1.2     |
| 18. Intra-group Conflict Avoider - Avoids disputes with members of his or her group  | 1                  | 4   | 2.1 | 2                 | 6   | 3.0 | 1.10    | 1.5     |
| 19. Administratively Skilled - Able to plan, organise, co-ordinate and control work of large numbers (over 75) of individuals  | 5                  | 7   | 5.7 | 3                 | 7   | 6.0 | 0.80    | 0.6     |
| 20. Just - Acts according to what is right or fair   | 6                  | 7   | 6.7 | 5                 | 7   | 6.4 | 0.30    | 0.6     |
| 21. Win/win problem-solver - Able to identify solutions which satisfy individuals with diverse and conflicting interests       | 5                  | 7   | 6.5 | 4                 | 7   | 6.0 | 0.90    | 0.8     |
| 22. Clear - Easily understood  | 5                  | 7   | 6.8 | 4                 | 7   | 5.7 | 1.50    | 1.0     |
| 23. Self-interested - Pursues own best interests   | 1                  | 4   | 2.2 | 2                 | 5   | 2.5 | 0.40    | 0.7     |
| 24. Tyrannical - Acts like a tyrant or despot; imperious, dictatorial, authoritative   | 1                  | 2   | 1.1 | 1                 | 4   | 1.3 | 0.40    | 0.9     |
| 25. Integrator - Integrates people or things into cohesive, working whole  | 1                  | 7   | 5.5 | 5                 | 7   | 5.8 | 1.70    | 1.8     |
| 26. Calm - Not easily distressed   | 4                  | 7   | 5.8 | 4                 | 7   | 5.6 | 0.80    | 0.8     |
| 27. Provocateur - Stimulates unrest  | 1                  | 7   | 2.9 | 1                 | 5   | 2.7 | 2.10    | 2.0     |
| 28. Loyal - Stays with and supports friends even when they have substantial problems or difficulties                           | 3                  | 7   | 5.6 | 2                 | 7   | 6.0 | 1.10    | 1.3     |
| 29. Unique - An unusual person, has characteristics of behaviours that are different from most others                          | 3                  | 6   | 4.8 | 1                 | 6   | 3.4 | 1.00    | 1.5     |

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|   | Team's view of an  |     |     | Team's Perception |     |     | Diff | S. Dev. |
|---|--------------------|-----|-----|-------------------|-----|-----|------|---------|
|   | Outstanding Leader |     |     | of Mary Smith     |     |     |      |         |
|   | Min                | Max | Avg | Min               | Max | Avg |      |         |
| 30. Collaborative - Works jointly with others   | 6                  | 7   | 6.5 | 5                 | 7   | 6.5 | 0.40 | 0.5     |
| 31. Encouraging - Gives courage, confidence or hope through reassuring and advising   | 6                  | 7   | 6.7 | 5                 | 7   | 6.4 | 0.30 | 0.6     |
| 32. Morale booster - Increases morale of subordinates by offering encouragement, praise, and/or by being confident                      | 5                  | 7   | 6.4 | 5                 | 7   | 6.0 | 0.80 | 0.8     |
| 33. Arrogant - Presumptuous or overbearing  | 1                  | 2   | 1.1 | 1                 | 4   | 1.6 | 0.70 | 0.9     |
| 34. Orderly - Is organised and methodological in work   | 3                  | 7   | 5.2 | 4                 | 7   | 6.4 | 1.00 | 1.0     |
| 35. Prepared - Is ready for future events   | 4                  | 7   | 6.3 | 5                 | 7   | 6.2 | 0.30 | 0.5     |
| 36. Autocratic - Makes decisions in dictatorial way   | 1                  | 4   | 1.8 | 1                 | 4   | 1.7 | 0.30 | 0.8     |
| 37. Secretive - Tends to conceal information from others  | 1                  | 2   | 1.5 | 1                 | 2   | 1.3 | 0.20 | 0.4     |
| 38. Asocial - Avoids people or groups, prefers own company  | 1                  | 3   | 1.3 | 1                 | 4   | 1.7 | 0.80 | 0.9     |
| 39. Fraternal - Tends to be a good friend of subordinates   | 1                  | 6   | 4.1 | 3                 | 7   | 4.8 | 1.40 | 1.5     |
| 40. Generous - Willing to give time, money, resources and help to others  | 5                  | 7   | 5.7 | 5                 | 7   | 5.8 | 0.70 | 0.8     |
| 41. Formal - Acts in accordance with rules, convention and ceremonies   | 2                  | 7   | 4.5 | 3                 | 7   | 5.3 | 0.70 | 0.7     |
| 42. Modest - Does not boast, presents self in a humble manner   | 4                  | 7   | 5.2 | 3                 | 7   | 5.5 | 0.70 | 0.7     |
| 43. Intelligent - Smart, learns and understands easily (REVERSE SCORE)  | 1                  | 2   | 1.2 | 1                 | 1   | 1.0 | 0.20 | 0.4     |
| 44. Decisive - Makes decisions firmly and quickly   | 5                  | 7   | 6.0 | 4                 | 7   | 5.9 | 0.90 | 0.9     |
| 45. Consultative - Consults with others before making plans or taking action  | 5                  | 7   | 5.9 | 3                 | 7   | 5.5 | 1.00 | 0.9     |
| 46. Irritable - Moody; easily agitated  | 1                  | 3   | 1.2 | 1                 | 3   | 1.6 | 0.70 | 1.0     |
| 47. Loner - Works and acts separately from others   | 1                  | 2   | 1.2 | 1                 | 5   | 1.9 | 0.40 | 0.5     |
| 48. Enthusiastic - Demonstrates and imparts strong positive emotions for work   | 6                  | 7   | 6.6 | 6                 | 7   | 6.3 | 0.70 | 0.5     |
| 49. Risk averse - Avoids taking risks, dislikes risk  | 1                  | 3   | 1.8 | 1                 | 3   | 2.1 | 0.50 | 0.5     |
| 50. Vindictive - Vengeful; seeks revenge when wronged   | 1                  | 3   | 1.2 | 1                 | 4   | 1.3 | 0.50 | 1.0     |
| 51. Compassionate - Has empathy for others, inclined to be helpful or show mercy  | 5                  | 7   | 5.6 | 4                 | 7   | 6.0 | 1.20 | 0.9     |
| 52. Subdued - Suppressed, quiet, tame (REVERSE SCORE)   | 2                  | 6   | 3.8 | 2                 | 7   | 5.2 | 0.70 | 1.4     |
| 53. Egocentric - Self-absorbed, thoughts focus mostly on one's self   | 1                  | 2   | 1.4 | 1                 | 4   | 1.8 | 0.80 | 0.7     |
| 54. Non-explicit - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example                           | 1                  | 5   | 2.3 | 1                 | 6   | 1.9 | 0.80 | 1.2     |
| 55. Distant - Aloof, stands off from others, difficult to become friends with   | 1                  | 3   | 1.6 | 1                 | 2   | 1.3 | 0.50 | 0.7     |
| 56. Intellectually stimulating -Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes of others | 5                  | 7   | 6.5 | 5                 | 7   | 6.3 | 0.40 | 0.5     |
| 57. Cautious - Proceeds/performs with great care and does not take risks  | 2                  | 4   | 2.5 | 2                 | 5   | 2.9 | 0.60 | 0.9     |
| 58. Organised - well organised, methodical, orderly   | 5                  | 7   | 5.7 | 4                 | 7   | 6.3 | 0.80 | 0.8     |
| 59. Cunning - Sly, deceitful, full of guile   | 1                  | 2   | 1.3 | 1                 | 3   | 1.3 | 0.20 | 0.4     |
| 60. Informed - Knowledgeable; aware of information  | 6                  | 7   | 6.7 | 6                 | 7   | 6.4 | 0.50 | 0.5     |
| 61. Effective bargainer - Is able to negotiate effectively, able to make transactions with others on favourable terms                   | 6                  | 7   | 6.8 | 5                 | 7   | 6.2 | 0.60 | 0.5     |
| 62. Egotistical - Conceited, convinced of own abilities   | 1                  | 5   | 2.1 | 1                 | 6   | 1.7 | 0.50 | 0.5     |

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|   | Team's view of an  |     |     | Team's Perception |     |     | Red>1.5 | S. Dev. |
|---|--------------------|-----|-----|-------------------|-----|-----|---------|---------|
|   | Outstanding Leader |     |     | of Mary Smith     |     |     |         |         |
|   | Min                | Max | Avg | Min               | Max | Avg |         |         |
| 63. Non co-operative - Unwilling to work jointly with others  | 1                  | 3   | 1.4 | 1                 | 2   | 1.2 | 0.40    | 0.7     |
| 64. Logical - Applies logic when thinking   | 4                  | 7   | 6.2 | 5                 | 7   | 6.7 | 0.40    | 0.5     |
| 65. Status-conscious - Aware of others' socially accepted status  | 2                  | 7   | 4.1 | 2                 | 7   | 4.9 | 1.00    | 1.3     |
| 66. Foresight - Anticipates possible future events  | 5                  | 7   | 6.2 | 5                 | 6   | 5.9 | 0.50    | 0.5     |
| 67. Plans ahead - Anticipates and prepares in advance   | 6                  | 7   | 6.5 | 5                 | 7   | 6.0 | 0.50    | 0.7     |
| 68. Normative - Behaves according to the norms of his or her group  | 2                  | 6   | 3.9 | 3                 | 7   | 5.6 | 1.60    | 1.9     |
| 69. Individually-Oriented - Concerned with and places high value on preserving individual rather than group needs       | 1                  | 5   | 2.3 | 1                 | 5   | 2.3 | 1.00    | 1.1     |
| 70. Non-egalitarian - Believes that all individuals are not equal and only some should have equal rights and privileges | 1                  | 5   | 1.9 | 1                 | 4   | 1.6 | 1.10    | 1.3     |
| 71. Intuitive - Has extra insight   | 4                  | 7   | 5.9 | 5                 | 7   | 5.8 | 0.40    | 0.5     |
| 72. Indirect - Does not go straight to the point, uses metaphors and examples to communicate                            | 1                  | 5   | 2.7 | 1                 | 6   | 2.1 | 1.00    | 1.2     |
| 73. Habitual - Given to a constant, regular routine   | 1                  | 5   | 3.0 | 1                 | 5   | 3.0 | 0.90    | 1.0     |
| 74. Self-effacing - Presents themselves in a modest way   | 3                  | 6   | 4.2 | 3                 | 6   | 5.3 | 0.60    | 0.9     |
| 75. Able to Anticipate - Able to successfully anticipate future needs   | 5                  | 7   | 6.4 | 5                 | 6   | 5.8 | 0.80    | 0.5     |
| 76. Motive Arouser - Mobilises and activates followers  | 6                  | 7   | 6.7 | 5                 | 7   | 5.9 | 0.80    | 0.8     |
| 77. Sensitive - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                 | 3                  | 6   | 4.7 | 3                 | 7   | 5.1 | 1.20    | 1.0     |
| 78. Convincing - Usually able to persuade others of his/her viewpoint   | 2                  | 7   | 5.2 | 4                 | 7   | 5.8 | 1.20    | 1.0     |
| 79. Communicative - Communicates with others frequently   | 6                  | 7   | 6.5 | 6                 | 7   | 6.5 | 0.60    | 0.5     |
| 80. Excellence-Oriented - Strives for excellence in performance of self and subordinates                                | 4                  | 7   | 6.4 | 6                 | 7   | 6.8 | 0.30    | 0.5     |
| 81. Procedural - Follows established rules and guidelines   | 3                  | 7   | 5.0 | 2                 | 7   | 5.9 | 0.70    | 0.7     |
| 82. Confidence builder - Instils others with confidence by showing confidence in them                                   | 6                  | 7   | 6.5 | 5                 | 7   | 6.1 | 0.60    | 0.7     |
| 83. Group-Oriented - Concerned with the welfare of the group  | 5                  | 7   | 6.4 | 5                 | 7   | 6.1 | 0.70    | 0.5     |
| 84. Class Conscious - Is conscious of class and status boundaries and acts accordingly                                  | 1                  | 6   | 3.7 | 2                 | 6   | 4.7 | 0.80    | 1.5     |
| 85. Non-participative - Does not participate with others  | 1                  | 2   | 1.2 | 1                 | 2   | 1.3 | 0.10    | 0.3     |
| 86. Self-sacrificial - Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision        | 5                  | 7   | 5.8 | 1                 | 6   | 5.0 | 1.20    | 1.3     |
| 87. Patient - Has and shows patience  | 5                  | 7   | 5.9 | 4                 | 7   | 5.6 | 0.70    | 0.7     |
| 88. Honest - Speaks and acts truthfully   | 6                  | 7   | 6.9 | 5                 | 7   | 6.5 | 0.40    | 0.7     |
| 89. Domineering - Inclined to dominate others   | 1                  | 5   | 2.0 | 1                 | 5   | 2.0 | 1.10    | 1.0     |
| 90. Intra-group face saver - Ensures that other group members are not embarrassed or shamed                             | 3                  | 7   | 5.0 | 2                 | 6   | 4.4 | 1.00    | 1.0     |
| 91. Dynamic - Highly involved, energetic, enthused, motivated   | 6                  | 7   | 6.6 | 5                 | 7   | 6.3 | 0.70    | 0.5     |
| 92. Co-ordinator - Integrates and manages work of subordinates  | 5                  | 7   | 5.8 | 4                 | 7   | 5.8 | 0.60    | 0.7     |
| 93. Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privileges  | 1                  | 4   | 1.8 | 1                 | 4   | 1.7 | 0.30    | 0.6     |
| 94. Team builder - Able to induce group members to work together  | 6                  | 7   | 6.8 | 5                 | 7   | 6.2 | 0.80    | 0.7     |
| 95. Cynical - Tends to believe the worst about people and events  | 1                  | 4   | 1.7 | 1                 | 2   | 1.2 | 0.60    | 0.8     |
| 96. Performance-oriented - Sets high standards of performance   | 6                  | 7   | 6.5 | 6                 | 7   | 6.7 | 0.40    | 0.5     |

## European Organisation Effectiveness

|  | Team's view of an  |     |     | Team's Perception |     |     | Diff | S. Dev |
|--|--------------------|-----|-----|-------------------|-----|-----|------|--------|
|  | Outstanding Leader |     |     | of Mary Smith     |     |     |      |        |
|  | Min                | Max | Avg | Min               | Max | Avg |      |        |
| 97. Ambitious - Sets high goals, works hard  | 6                  | 7   | 6.6 | 6                 | 7   | 6.9 | 0.30 | 0.5    |
| 98. Motivational - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices | 3                  | 7   | 6.2 | 2                 | 7   | 5.6 | 1.60 | 1.5    |
| 99. Micro-manager - An extremely close supervisor, one who insists on making all decisions                               | 1                  | 2   | 1.4 | 1                 | 5   | 2.1 | 0.90 | 1.0    |
| 100. Non-delegator - Unwilling or unable to relinquish control of projects or tasks                                      | 1                  | 2   | 1.3 | 1                 | 3   | 1.9 | 0.80 | 0.7    |
| 101. Avoids negatives - Avoids saying no to another when requested to do something, even when it cannot be done          | 1                  | 4   | 1.8 | 1                 | 6   | 3.0 | 1.40 | 1.4    |
| 102. Visionary - Has a vision and imagination of the future  | 5                  | 7   | 6.4 | 5                 | 7   | 5.9 | 0.90 | 0.9    |
| 103. Willful - Strong-willed, determined, resolute, persistent   | 5                  | 7   | 6.0 | 5                 | 7   | 6.1 | 0.70 | 0.7    |
| 104. Ruler - Is in charge and does not tolerate disagreement or questioning, gives orders                                | 1                  | 2   | 1.5 | 1                 | 5   | 1.7 | 0.80 | 0.9    |
| 105. Dishonest - Fraudulent, insincere   | 1                  | 1   | 1.0 | 1                 | 2   | 1.1 | 0.10 | 0.3    |
| 106. Hostile - Actively unfriendly, acts negatively toward others  | 1                  | 2   | 1.1 | 1                 | 1   | 1.0 | 0.10 | 0.3    |
| 107. Future-oriented - Makes plans and takes actions based on future goals   | 6                  | 7   | 6.6 | 5                 | 7   | 6.1 | 0.50 | 0.5    |
| 108. Good Administrator - Has ability to manage complex office work and administrative systems                           | 5                  | 7   | 5.9 | 4                 | 7   | 6.4 | 0.80 | 0.8    |
| 109. Dependable - Reliable (REVERSE SCORE)   | 1                  | 4   | 1.5 | 1                 | 2   | 1.3 | 0.50 | 0.5    |
| 110. Dictatorial - Forces her/his values and opinions on others  | 1                  | 3   | 1.4 | 1                 | 5   | 1.8 | 0.70 | 1.0    |
| 111. Individualistic - Behaves in a different manner than peers  | 1                  | 6   | 3.2 | 1                 | 6   | 2.6 | 1.60 | 1.6    |
| 112. Ritualistic - Uses a prescribed order to carry out procedures   | 2                  | 5   | 3.9 | 1                 | 6   | 3.9 | 0.20 | 0.4    |

### Notes on Diff and S. Dev. Columns

These columns should be read together.

- A low Diff with a low SD ( $\leq 1$ ) means a good fit and all agree
- A low Diff with a high SD ( $>1.5$ ) means a good fit, but a few team members have a differing view
- A high Diff with a low SD means that this is an issue for the respondents
- A high Diff with a high SD means that there isn't a consistent view regarding the behaviour

## APPENDIX 2 - GLOSSARY

The words below have been defined in connection with the Leadership Questionnaires completed for this survey. They are to assist the understanding of the context of the question.

|                 |   |   |
|-----------------|---|---|
| Ambitious       | - | Strong desire to succeed in their goals.  |
| Autocratic      | - | A person who believes they have absolute and unrestricted authority.  |
| Autonomous      | - | Acts in accordance with rules/principles of one's own choosing.   |
| Calm            | - | Under control, not easily excited or annoyed.   |
| Cautious        | - | Showing care, forethought   |
| Characteristics | - | The typical or distinguishing attributes and qualities of a person, group, action or thing.                                   |
| Compassionate   | - | Having a feeling of distress and pity for the suffering or misfortune of another, often including the desire to alleviate it. |
| Cunning         | - | Someone who is adept at subtle or deceptive planning/action.  |
| Dictatorial     | - | A domineering or overbearing ruler expecting obedience.   |
| Diplomatic      | - | Skilled in negotiating; tactful in dealing with people.   |
| Domineering     | - | Acts arrogantly, believes in own self-importance.   |
| Empathy         | - | Identification with or sharing of another's feelings, situation, or attitudes.  |
| Endeavours      | - | Strenuous or conscientious attempt to accomplish something.   |
| Evasive         | - | Avoids the issue.   |
| Fraudulent      | - | Acts with the intent to cheat.  |
| Humble          | - | Someone who is respectful and doesn't wish to have the attention or focus on them.  |
| Humility        | - | Not boastful about own status or accomplishments.   |
| Independent     | - | Not reliant on others for support.  |



## European Organisation Effectiveness

|                         |   |  |
|-------------------------|---|--|
| Individualistic         | - | A person whose characteristics are unique.   |
| Interpersonal           | - | Relationship between two or more persons.  |
| Intervenes              | - | Enters a situation so as to change what is happening.  |
| Intra-group competitor  | - | Creates rivalry to increase performance of group.  |
| Loyal                   | - | Shows steady faithfulness to team/peers/Company.   |
| Malevolent              | - | Wishing or doing evil to others; Nasty; Hateful.   |
| Mediator                | - | Obtains agreement to disputes.   |
| Mobilise                | - | Organise for a purpose.  |
| Modest                  | - | Having or expressing a relatively low or moderate opinion of own abilities.                                      |
| Morale                  | - | The emotional condition of a person or group, as indicated by the level of enthusiasm, confidence, cheerfulness. |
| Motive arouser          | - | Awakens motivation within their team.  |
| Norms                   | - | An established standard of behaviour.  |
| Organised               | - | Coordinated; arrange methodically.   |
| Participate             | - | Become actively involved; to share in activities.  |
| Refrains                | - | Holds oneself back from doing or saying something  |
| Risk averse             | - | Opposed to the possibility of incurring loss or misfortune.  |
| Risk taker              | - | A person who proceeds in an action with little regard to the possibility of danger or risk.                      |
| Rivalry                 | - | An instance of competing.  |
| Save face (face-saving) | - | Potentially acting inappropriately to maintain dignity or prestige.  |
| Worldly                 | - | Sophisticated; Interested in events outside of own province/country.   |

Appendix J

Correlations of 37 Principal Components from Questionnaire 1 - Desired Leadership Values

|     | V1      | V2      | V3      | V4      | V5      | V6      | V7      | V8      | V9      | V10     | V11     | V12     | V13     | V14     | V15     | V16     | V17     | V18     | V19     |
|-----|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| V1  | 1       | -.026   | -.020   | .023    | .187**  | -.052*  | -.257** | -.003   | -.059*  | -.124** | .133**  | -.094** | -.101** | -.257** | -.198** | -.210** | -.175** | -.076** | -.072** |
| V2  | -.026   | 1       | -.118** | .023    | -.150** | -.109** | .185**  | -.081** | -.037   | .006    | -.077** | -.005   | -.048*  | .139**  | .062**  | .075**  | .116**  | -.122** | .003    |
| V3  | -.020   | -.118** | 1       | -.216** | .039    | -.190** | -.129** | .196**  | .066**  | .096**  | .197**  | -.054*  | -.020   | -.032   | .023    | -.075** | .011    | -.061*  | -.089** |
| V4  | .023    | .023    | -.216** | 1       | -.123** | .045    | -.057*  | -.030   | .010    | -.013   | .097**  | -.101** | -.052*  | .026    | -.021   | .027    | -.160** | -.058*  | -.185** |
| V5  | .187**  | -.150** | .039    | -.123** | 1       | .026    | -.141** | .003    | -.011   | -.153** | .017    | -.029   | -.151** | -.194** | -.211** | -.069** | -.128** | .002    | -.046   |
| V6  | -.052*  | -.109** | -.190** | .045    | .026    | 1       | -.022   | -.159** | -.035   | -.287** | -.228** | .027    | -.216** | -.047   | -.168** | .152**  | -.167** | .120**  | .036    |
| V7  | -.257** | .185**  | -.129** | -.057*  | -.141** | -.022   | 1       | -.133** | .013    | .015    | -.146** | -.056*  | .021    | .245**  | .059*   | .031    | .254**  | -.057*  | .141**  |
| V8  | -.003   | -.081** | .196**  | -.030   | .003    | -.159** | -.133** | 1       | -.133** | .040    | .132**  | -.141** | .165**  | -.034   | .074**  | -.102** | -.022   | -.111** | -.049*  |
| V9  | -.059*  | -.037   | .066**  | .010    | -.011   | -.035   | .013    | -.133** | 1       | .015    | -.148** | .076**  | -.141** | .106**  | -.116** | .010    | .039    | .018    | -.138** |
| V10 | -.124** | .006    | .096**  | -.013   | -.153** | -.287** | .015    | .040    | .015    | 1       | .064**  | -.051*  | .183**  | .022    | .235**  | -.029   | .154**  | -.120** | -.099** |
| V11 | .133**  | -.077** | .197**  | .097**  | .017    | -.228** | -.146** | .132**  | -.148** | .064**  | 1       | -.114** | .074**  | -.030   | -.007   | -.110** | -.002   | -.158** | -.107** |
| V12 | -.094** | -.005   | -.054*  | -.101** | -.029   | .027    | -.056*  | -.141** | .076**  | -.051*  | -.114** | 1       | -.109** | -.016   | -.048*  | .032    | -.023   | .020    | -.043   |
| V13 | -.101** | -.048*  | -.020   | -.052*  | -.151** | -.216** | .021    | .165**  | -.141** | .183**  | .074**  | -.109** | 1       | .038    | .147**  | -.100** | .067**  | -.154** | .066**  |
| V14 | -.257** | .139**  | -.032   | .026    | -.194** | -.047   | .245**  | -.034   | .106**  | .022    | -.030   | -.016   | .038    | 1       | .061*   | .135**  | .160**  | -.083** | .013    |
| V15 | -.198** | .062**  | .023    | -.021   | -.211** | -.168** | .059*   | .074**  | -.116** | .235**  | -.007   | -.048*  | .147**  | .061*   | 1       | -.037   | .103**  | -.111** | -.018   |
| V16 | -.210** | .075**  | -.075** | .027    | -.069** | .152**  | .031    | -.102** | .010    | -.029   | -.110** | .032    | -.100** | .135**  | -.037   | 1       | .013    | .044    | -.063** |
| V17 | -.175** | .116**  | .011    | -.160** | -.128** | -.167** | .254**  | -.022   | .039    | .154**  | -.002   | -.023   | .067**  | .160**  | .103**  | .013    | 1       | -.045   | .047*   |
| V18 | -.076** | -.122** | -.061*  | -.058*  | .002    | .120**  | -.057*  | -.111** | .018    | -.120** | -.158** | .020    | -.154** | -.083** | -.111** | .044    | -.045   | 1       | .079**  |
| V19 | -.072** | .003    | -.089** | -.185** | -.046   | .036    | .141**  | -.049*  | -.138** | -.099** | -.107** | -.043   | .066**  | .013    | -.018   | -.063** | .047*   | .079**  | 1       |
| V20 | -.057*  | -.206** | .018    | -.131** | .016    | -.036   | -.055*  | -.067** | .073**  | .032    | -.084** | .009    | -.036   | -.006   | -.069** | -.027   | .129**  | .052*   | -.057*  |
| V21 | .031    | .075**  | .185**  | -.040   | -.025   | -.108** | -.097** | .065**  | -.088** | -.031   | .110**  | -.073** | .015    | -.015   | -.034   | -.001   | .027    | -.065** | -.065** |
| V22 | .161**  | -.033   | .110**  | .007    | .162**  | -.188** | -.136** | .258**  | -.231** | -.014   | .176**  | -.143** | .084**  | -.044   | -.020   | -.151** | -.033   | -.198** | -.064** |
| V23 | -.080** | .119**  | .038    | -.038   | -.179** | -.206** | .065**  | .143**  | -.111** | .178**  | .065**  | -.029   | .173**  | .137**  | .114**  | -.074** | .036    | -.113** | .047*   |
| V24 | .022    | -.163** | -.100** | .015    | .091**  | .079**  | -.125** | -.090** | -.028   | -.142** | -.155** | -.015   | -.052*  | -.142** | -.057*  | -.027   | -.081** | .085**  | -.004   |
| V25 | .212**  | -.145** | .075**  | .053*   | .096**  | -.098** | -.205** | .212**  | -.131** | .052*   | .194**  | -.132** | .007    | -.090** | -.024   | -.141** | -.088** | -.128** | -.060*  |
| V26 | -.046   | .043    | .081**  | -.076** | -.027   | -.168** | .002    | .089**  | -.087** | -.007   | -.108** | -.047   | .070**  | .010    | -.008   | -.033   | .055*   | -.047   | -.039   |
| V27 | -.067** | -.081** | -.155** | .157**  | .004    | .331**  | -.083** | -.158** | .029    | -.198** | -.148** | .028    | -.125** | -.032   | -.145** | .043    | -.127** | .092**  | -.026   |
| V28 | -.234** | -.067** | -.017   | .054*   | -.135** | -.058*  | .039    | -.025   | .082**  | .036    | -.012   | -.047*  | .030    | .099**  | .057*   | .168**  | .037    | -.034   | -.068** |
| V29 | .001    | .039    | -.083** | -.060*  | .075**  | -.031   | -.095** | .030    | -.106** | -.023   | .002    | .025    | -.010   | -.039   | -.016   | .047*   | -.061*  | -.067** | -.030   |
| V30 | .120**  | -.100** | -.015   | -.072** | .054*   | .044    | -.181** | .017    | -.069** | -.020   | .038    | .039    | .020    | -.150** | -.008   | -.079** | -.042   | .004    | -.065** |
| V31 | .006    | -.078** | -.115** | .080**  | -.002   | .084**  | -.090** | -.119** | .042    | -.142** | -.127** | -.016   | -.110** | -.057*  | -.125** | .001    | -.128** | .100**  | -.021   |
| V32 | -.026   | -.091** | -.027   | .026    | -.046   | -.043   | -.091** | -.006   | .046    | -.010   | .044    | -.001   | .048*   | -.083** | .070**  | -.071** | -.038   | .052*   | -.065** |
| V33 | -.042   | -.184** | -.025   | -.011   | .006    | .095**  | -.069** | .028    | -.036   | -.049*  | -.028   | -.006   | -.005   | -.097** | -.020   | .016    | -.020   | .049*   | -.082** |
| V34 | .153**  | .016    | -.051*  | -.069** | .102**  | .115**  | -.176** | -.172** | -.003   | -.141** | -.047*  | .056*   | -.114** | -.103** | -.135** | .022    | -.088** | .068**  | -.027   |
| V35 | -.065** | .003    | -.142** | -.098** | .039    | .168**  | .029    | -.136** | -.027   | -.187** | -.129** | .019    | -.114** | .021    | -.057*  | .104**  | -.024   | .039    | .075**  |
| V36 | .144**  | -.084** | .002    | -.013   | .058*   | -.034   | -.035   | -.033   | -.082** | -.017   | .018    | -.024   | -.040   | -.099** | -.004   | -.110** | -.011   | -.067** | -.021   |
| V37 | -.078** | -.064** | -.063** | .150**  | -.040   | .049*   | .003    | -.040   | .022    | -.038   | -.049*  | -.110** | -.056*  | .013    | -.048*  | .021    | -.094** | .037    | -.013   |

## Correlations of 37 Principal Components from Questionnaire 1 - Desired Leadership Values

|     | V20     | V21     | V22     | V23     | V24     | V25     | V26     | V27     | V28     | V29     | V30     | V31     | V32     | V33     | V34     | V35     | V36     | V37     |
|-----|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| V1  | -.057*  | .031    | .161**  | -.080** | .022    | .212**  | -.046   | -.067** | -.234** | .001    | .120**  | .006    | -.026   | -.042   | .153**  | -.065** | .144**  | -.078** |
| V2  | -.206** | .075**  | -.033   | .119**  | -.163** | -.145** | .043    | -.081** | -.067** | .039    | -.100** | -.078** | -.091** | -.184** | .016    | .003    | -.084** | -.064** |
| V3  | .018    | .185**  | .110*   | .038    | -.100** | .075**  | .081**  | -.155** | -.017   | -.083** | -.015   | -.115** | -.027   | -.025   | -.051*  | -.142** | .002    | -.063** |
| V4  | -.131** | -.040   | .007    | -.038   | .015    | .053*   | -.076** | .157**  | .054*   | -.060*  | -.072** | .080**  | .026    | -.011   | -.069** | -.098** | -.013   | .150**  |
| V5  | .016    | -.025   | .162**  | -.179** | .091**  | .096**  | -.027   | .004    | -.135** | .075**  | .054*   | -.002   | -.046   | .006    | .102**  | .039    | .058*   | -.040   |
| V6  | -.036   | -.108** | -.188** | -.206** | .079**  | -.098** | -.168** | .331**  | -.058*  | -.031   | .044    | .084**  | -.043   | .095**  | .115**  | .168**  | -.034   | .049*   |
| V7  | -.055*  | -.097** | -.136** | .065**  | -.125** | -.205** | .002    | -.083** | .039    | -.095** | -.181** | -.090** | -.091** | -.069** | -.176** | .029    | -.035   | .003    |
| V8  | -.067** | .065**  | .258**  | .143**  | -.090** | .212**  | .089**  | -.158** | -.025   | .030    | .017    | -.119** | -.006   | .028    | -.172** | -.136** | -.033   | -.040   |
| V9  | .073**  | -.088** | -.231** | -.111** | -.028   | -.131** | -.087** | .029    | .082**  | -.106** | -.069** | .042    | .046    | -.036   | -.003   | -.027   | -.082** | .022    |
| V10 | .032    | -.031   | -.014   | .178**  | -.142** | .052*   | -.007   | -.198** | .036    | -.023   | -.020   | -.142** | -.010   | -.049*  | -.141** | -.187** | -.017   | -.038   |
| V11 | -.084** | .110**  | .176**  | .065**  | -.155** | .194**  | .108**  | -.148** | -.012   | .002    | .038    | -.127** | .044    | -.028   | -.047*  | -.129** | .018    | -.049*  |
| V12 | .009    | -.073** | -.143** | -.029   | -.015   | -.132** | -.047   | .028    | -.047*  | .025    | .039    | -.016   | -.001   | -.006   | .056*   | .019    | -.024   | -.110** |
| V13 | -.036   | .015    | .084**  | .173**  | -.052*  | .007    | .070**  | -.125** | .030    | -.010   | .020    | -.110** | .048*   | -.005   | -.114** | -.114** | -.040   | -.056*  |
| V14 | -.006   | -.015   | -.044   | .137**  | -.142** | -.090** | .010    | -.032   | .099**  | -.039   | -.150** | -.057*  | -.083** | -.097** | -.103** | .021    | -.099** | .013    |
| V15 | -.069** | -.034   | -.020   | .114**  | -.057*  | -.024   | -.008   | -.145** | .057*   | -.016   | -.008   | -.125** | .070**  | -.020   | -.135** | -.057*  | -.004   | -.048*  |
| V16 | -.027   | -.001   | -.151** | -.074** | -.027   | -.141** | -.033   | .043    | .168**  | .047*   | -.079** | .001    | -.071** | .016    | .022    | .104**  | -.110** | .021    |
| V17 | .129**  | .027    | -.033   | .036    | -.081** | -.088** | .055*   | -.127** | .037    | -.061*  | -.042   | -.128** | -.038   | -.020   | -.088** | -.024   | -.011   | -.094** |
| V18 | .052*   | -.065** | -.198** | -.113** | .085**  | -.128** | -.047   | .092**  | -.034   | -.067** | .004    | .100**  | .052*   | .049*   | .068**  | .039    | -.067** | .037    |
| V19 | -.057*  | -.065** | -.064** | .047*   | -.004   | -.060*  | -.039   | -.026   | -.068** | -.030   | -.065** | -.021   | -.065** | -.082** | -.027   | .075**  | -.021   | -.013   |
| V20 | 1       | -.061*  | -.052*  | -.110** | .064**  | -.050*  | -.044   | -.012   | .015    | -.044   | -.016   | .035    | .039    | .134**  | -.034   | .000    | -.007   | -.015   |
| V21 | -.061*  | 1       | .132**  | .132**  | -.075** | .116**  | .133**  | -.111** | -.036   | .018    | .023    | -.050*  | -.042   | .008    | .078**  | -.101** | .048*   | .012    |
| V22 | -.052*  | .132**  | 1       | .078**  | -.016   | .238**  | .089**  | -.142** | -.077** | .084**  | .076**  | -.115** | -.055*  | -.044   | -.014   | -.125** | .020    | -.032   |
| V23 | -.110** | .132**  | .078**  | 1       | -.121** | .070**  | .222**  | -.157** | -.090** | -.018   | -.066** | -.096** | -.018   | -.145** | -.057*  | -.067** | -.051*  | -.051*  |
| V24 | .064**  | -.075** | -.016   | -.121** | 1       | -.116** | -.118** | .086**  | -.034   | -.053*  | .005    | .100**  | .003    | .038    | .057*   | .033    | .066**  | .076**  |
| V25 | -.050*  | .116**  | .238**  | .070**  | -.116** | 1       | .013    | -.066** | -.157** | .089**  | .066**  | -.073** | .020    | .002    | .090**  | -.140** | .034    | -.041   |
| V26 | -.044   | .133**  | .089**  | .222**  | -.118** | .013    | 1       | -.173** | -.020   | -.015   | -.016   | -.104** | -.096** | .022    | .056*   | -.011   | -.003   | -.035   |
| V27 | -.012   | -.111** | -.142** | -.157** | .086**  | -.066** | -.173** | 1       | -.022   | -.032   | -.028   | .104**  | -.017   | .011    | .065**  | .056*   | -.019   | .026    |
| V28 | .015    | -.036   | -.077** | -.090** | -.034   | -.157** | -.020   | -.022   | 1       | -.057*  | -.121** | -.011   | .000    | .079**  | -.105** | -.043   | -.052*  | .049*   |
| V29 | -.044   | .018    | .084**  | -.018   | -.053*  | .089**  | -.015   | -.032   | -.057*  | 1       | .138**  | .018    | -.045   | -.021   | .023    | -.032   | -.046   | -.055*  |
| V30 | -.016   | .023    | .076**  | -.066** | .005    | .066**  | -.016   | -.028   | -.121** | .138**  | 1       | -.003   | .024    | .023    | .082**  | .020    | .009    | -.048*  |
| V31 | .035    | -.050*  | -.115** | -.096** | .100**  | -.073** | -.104** | .104**  | -.011   | .018    | -.003   | 1       | .008    | .078**  | .065**  | .062**  | .020    | .070**  |
| V32 | .039    | -.042   | -.055*  | -.018   | .003    | .020    | -.096** | -.017   | .000    | -.045   | .024    | .008    | 1       | .034    | -.010   | -.012   | .076**  | -.007   |
| V33 | .134**  | .008    | -.044   | -.145** | .038    | .002    | .022    | .011    | .079**  | -.021   | .023    | .078**  | .034    | 1       | -.018   | .004    | .064**  | .089**  |
| V34 | -.034   | .078**  | -.014   | -.057*  | .057*   | .090**  | .056**  | .065**  | -.105** | .023    | .082**  | .065**  | -.010   | -.018   | 1       | .044    | .076**  | -.018   |
| V35 | .000    | -.101** | -.125** | -.067** | .033    | -.140** | -.011   | .056*   | -.043   | -.032   | .020    | .062**  | -.012   | .004    | .044    | 1       | -.013   | -.044   |
| V36 | -.007   | .048*   | .020    | -.051*  | .066**  | .034    | -.003   | -.019   | -.052*  | -.046   | .009    | .020    | .076**  | .064**  | .076**  | -.013   | 1       | .010    |
| V37 | -.015   | .012    | -.032   | -.051*  | .076**  | -.041   | -.035   | .026    | .049*   | -.055*  | -.048*  | .070**  | -.007   | .089**  | -.018   | -.044   | .010    | 1       |

\*\*.

Correlation is significant at the 0.01 level (2-tailed).

\*.

Correlation is significant at the 0.05 level (2-tailed).

Appendix M

Correlations of 27 Principal Components from Questionnaire 2 - Perceived Leader Behaviour

|     |   | B1      | B2      | B3      | B4      | B5      | B6      | B7      | B8      | B9      | B10     | B11     |
|-----|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| B1  | P | 1       | -.554** | -.230** | -.545** | .395**  | .458**  | .085**  | -.583** | -.040   | -.137** | .007    |
| B2  | P | -.554** | 1       | .330**  | .491**  | -.629** | -.189** | .103**  | .505**  | -.247** | .003    | -.280** |
| B3  | P | -.230** | .330**  | 1       | .216**  | -.305** | .052*   | .261**  | .085**  | -.268** | .228**  | -.162** |
| B4  | P | -.545** | .491**  | .216**  | 1       | -.387** | -.370** | .004    | .488**  | -.080** | .113**  | -.050*  |
| B5  | P | .395**  | -.629** | -.305** | -.387** | 1       | .135**  | -.093** | -.437** | .160**  | -.070** | .151**  |
| B6  | P | .458**  | -.189** | .052*   | -.370** | .135**  | 1       | .694**  | -.372** | -.180** | -.080** | -.110** |
| B7  | P | .085**  | .103**  | .261**  | .004    | -.093** | .694**  | 1       | -.105** | -.194** | .036    | -.108** |
| B8  | P | -.583** | .505**  | .085**  | .488**  | -.437** | -.372** | -.105** | 1       | -.073** | -.032   | -.140** |
| B9  | P | -.040   | -.247** | -.268** | -.080** | .160**  | -.180** | -.194** | -.073** | 1       | .093**  | .378**  |
| B10 | P | -.137** | .003    | .228**  | .113**  | -.070** | -.080** | .036    | -.032   | .093**  | 1       | .267**  |
| B11 | P | .007    | -.280** | -.162** | -.050*  | .151**  | -.110** | -.108** | -.140** | .378**  | .267**  | 1       |
| B12 | P | -.619** | .265**  | .080**  | .334**  | -.200** | -.394** | -.138** | .358**  | .096**  | .117**  | .048    |
| B13 | P | .149**  | -.209** | -.323** | -.269** | .145**  | -.012   | -.165** | -.105** | .094**  | -.218** | -.074** |
| B14 | P | .048    | -.201** | -.199** | -.208** | .067**  | .020    | -.140** | -.097** | .099**  | -.080** | .155**  |
| B15 | P | .196**  | -.369** | -.216** | -.283** | .342**  | .036    | -.115** | -.177** | .156**  | -.222** | .098**  |
| B16 | P | -.422** | .063*   | -.118** | .170**  | -.068** | -.319** | -.219** | .268**  | .206**  | .015    | .136**  |
| B17 | P | .129**  | -.265** | -.088** | -.086** | .208**  | .123**  | .045    | -.128** | -.072** | -.036   | -.087** |
| B18 | P | .336**  | -.390** | -.228** | -.188** | .262**  | .110**  | -.015   | -.205** | .130**  | -.076** | .113**  |
| B19 | P | .256**  | -.133** | -.006   | -.148** | .180**  | .200**  | .066**  | -.158** | -.162** | -.209** | -.306** |
| B20 | P | -.195** | .277**  | .475**  | .260**  | -.252** | .047    | .247**  | .061*   | -.257** | .132**  | -.166** |
| B21 | P | -.012   | .401**  | .262**  | .127**  | -.382** | .256**  | .325**  | .078**  | -.293** | -.049   | -.310** |
| B22 | P | .500**  | -.506** | -.223** | -.502** | .394**  | .304**  | -.042   | -.468** | .043    | -.115** | .041    |
| B23 | P | -.040   | .083**  | .204**  | .095**  | -.083** | .010    | .055*   | .029    | -.143** | -.034   | -.086** |
| B24 | P | -.348** | .419**  | .247**  | .446**  | -.290** | -.289** | .082**  | .354**  | -.131** | .075**  | -.112** |
| B25 | P | -.212** | .237**  | .350**  | .177**  | -.250** | -.031   | .150**  | .063*   | -.061*  | .413**  | .010    |
| B26 | P | -.275** | .330**  | .117**  | .216**  | -.248** | -.024   | .077**  | .222**  | -.149** | -.018   | -.160** |
| B27 | P | .155**  | -.090** | .004    | -.137** | -.049   | .063*   | .015    | -.138** | -.012   | .105**  | .025    |

Appendix M

Correlations of 27 Principal Components from Questionnaire 2 - Perceived Leader Behaviour

|     |   | B12     | B13     | B14     | B15     | B16     | B17     | B18     | B19     | B20     | B21     | B22     |
|-----|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| B1  | P | -.619** | .149**  | .048    | .196**  | -.422** | .129**  | .336**  | .256**  | -.195** | -.012   | .500**  |
| B2  | P | .265**  | -.209** | -.201** | -.369** | .063*   | -.265** | -.390** | -.133** | .277**  | .401**  | -.506** |
| B3  | P | .080**  | -.323** | -.199** | -.216** | -.118** | -.088** | -.228** | -.006   | .475**  | .262**  | -.223** |
| B4  | P | .334**  | -.269** | -.208** | -.283** | .170**  | -.086** | -.188** | -.148** | .260**  | .127**  | -.502** |
| B5  | P | -.200** | .145**  | .067**  | .342**  | -.068** | .208**  | .262**  | .180**  | -.252** | -.382** | .394**  |
| B6  | P | -.394** | -.012   | .020    | .036    | -.319** | .123**  | .110**  | .200**  | .047    | .256**  | .304**  |
| B7  | P | -.138** | -.165** | -.140** | -.115** | -.219** | .045    | -.015   | .066**  | .247**  | .325**  | -.042   |
| B8  | P | .358**  | -.105** | -.097** | -.177** | .268**  | -.128** | -.205** | -.158** | .061*   | .078**  | -.468** |
| B9  | P | .096**  | .094**  | .099**  | .156**  | .206**  | -.072** | .130**  | -.162** | -.257** | -.293** | .043    |
| B10 | P | .117**  | -.218** | -.080** | -.222** | .015    | -.036   | -.076** | -.209** | .132**  | -.049   | -.115** |
| B11 | P | .048    | -.074** | .155**  | .098**  | .136**  | -.087** | .113**  | -.306** | -.166** | -.310** | .041    |
| B12 | P | 1       | -.081** | -.029   | -.121** | .382**  | -.071** | -.241** | -.235** | .168**  | -.117** | -.334** |
| B13 | P | -.081** | 1       | .025    | .163**  | -.096** | -.059*  | .053*   | .033    | -.210** | -.131** | .157**  |
| B14 | P | -.029   | .025    | 1       | .083**  | .070**  | -.005   | .029    | -.130** | -.162** | -.152** | .195**  |
| B15 | P | -.121** | .163**  | .083**  | 1       | .033    | .027    | .182**  | .112**  | -.280** | -.233** | .198**  |
| B16 | P | .382**  | -.096** | .070**  | .033    | 1       | -.045   | -.054*  | -.239** | -.081** | -.203** | -.201** |
| B17 | P | -.071** | -.059*  | -.005   | .027    | -.045   | 1       | .084**  | .104**  | -.016   | -.091** | .121**  |
| B18 | P | -.241** | .053*   | .029    | .182**  | -.054*  | .084**  | 1       | .092**  | -.241** | -.154** | .271**  |
| B19 | P | -.235** | .033    | -.130** | .112**  | -.239** | .104**  | .092**  | 1       | -.090** | .098**  | .158**  |
| B20 | P | .168**  | -.210** | -.162** | -.280** | -.081** | -.016   | -.241** | -.090** | 1       | .232**  | -.190** |
| B21 | P | -.117** | -.131** | -.152** | -.233** | -.203** | -.091** | -.154** | .098**  | .232**  | 1       | -.129** |
| B22 | P | -.334** | .157**  | .195**  | .198**  | -.201** | .121**  | .271**  | .158**  | -.190** | -.129** | 1       |
| B23 | P | -.050*  | -.096** | -.050*  | .001    | -.020   | -.024   | -.122** | -.002   | .184**  | .071**  | -.099** |
| B24 | P | .224**  | -.181** | -.207** | -.150** | .001    | -.088** | -.190** | -.063*  | .178**  | .191**  | -.423** |
| B25 | P | .126**  | -.272** | -.131** | -.268** | -.024   | -.083** | -.193** | -.115** | .182**  | .117**  | -.195** |
| B26 | P | .247**  | -.013   | -.117** | -.113** | .151**  | -.061*  | -.211** | -.073** | .227**  | .250**  | -.222** |
| B27 | P | -.192** | -.014   | -.046   | -.017   | -.171** | .001    | .014    | -.011   | -.009   | .027    | .080**  |

## Appendix M

## Correlations of 27 Principal Components from Questionnaire 2 - Perceived Leader Behaviour

|     |   | B23     | B24     | B25     | B26     | B27     |
|-----|---|---------|---------|---------|---------|---------|
| B1  | P | -.040   | -.348** | -.212** | -.275** | .155**  |
| B2  | P | .083**  | .419**  | .237**  | .330**  | -.090** |
| B3  | P | .204**  | .247**  | .350**  | .117**  | .004    |
| B4  | P | .095**  | .446**  | .177**  | .216**  | -.137** |
| B5  | P | -.083** | -.290** | -.250** | -.248** | -.049   |
| B6  | P | .010    | -.289** | -.031   | -.024   | .063*   |
| B7  | P | .055*   | .082**  | .150**  | .077**  | .015    |
| B8  | P | .029    | .354**  | .063*   | .222**  | -.138** |
| B9  | P | -.143** | -.131** | -.061*  | -.149** | -.012   |
| B10 | P | -.034   | .075**  | .413**  | -.018   | .105**  |
| B11 | P | -.086** | -.112** | .010    | -.160** | .025    |
| B12 | P | -.050*  | .224**  | .126**  | .247**  | -.192** |
| B13 | P | -.096** | -.181** | -.272** | -.013   | -.014   |
| B14 | P | -.050*  | -.207** | -.131** | -.117** | -.046   |
| B15 | P | .001    | -.150** | -.268** | -.113** | -.017   |
| B16 | P | -.020   | .001    | -.024   | .151**  | -.171** |
| B17 | P | -.024   | -.088** | -.083** | -.061*  | .001    |
| B18 | P | -.122** | -.190** | -.193** | -.211** | .014    |
| B19 | P | -.002   | -.063*  | -.115** | -.073** | -.011   |
| B20 | P | .184**  | .178**  | .182**  | .227**  | -.009   |
| B21 | P | .071**  | .191**  | .117**  | .250**  | .027    |
| B22 | P | -.099** | -.423** | -.195** | -.222** | .080**  |
| B23 | P | 1       | .098**  | .011    | .049    | .021    |
| B24 | P | .098**  | 1       | .190**  | .117**  | -.050   |
| B25 | P | .011    | .190**  | 1       | .009    | .129**  |
| B26 | P | .049    | .117**  | .009    | 1       | -.221** |
| B27 | P | .021    | -.050   | .129**  | -.221** | 1       |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | America         | Argentina       | -.3472                | .09384     | .912  |
|                    |                 | Australia       | .0548                 | .13475     | 1.000 |
|                    |                 | Brazil          | .0331                 | .05871     | 1.000 |
|                    |                 | GB              | .1405                 | .05288     | .999  |
|                    |                 | Canada          | .0096                 | .10600     | 1.000 |
|                    |                 | China           | -.1744                | .12976     | 1.000 |
|                    |                 | Netherlands     | -.1109                | .07177     | 1.000 |
|                    |                 | Philippines     | -.0501                | .09615     | 1.000 |
|                    |                 | France          | -.2533                | .08490     | .994  |
|                    |                 | Germany         | -.1385                | .08971     | 1.000 |
|                    |                 | India           | .0023                 | .09170     | 1.000 |
|                    |                 | Indonesia       | .1448                 | .13302     | 1.000 |
|                    |                 | Japan           | .2736                 | .06452     | .707  |
|                    |                 | Malaysia        | .0429                 | .10000     | 1.000 |
|                    |                 | Mexico          | -.0453                | .10286     | 1.000 |
|                    |                 | Poland          | .1506                 | .09329     | 1.000 |
|                    |                 | Russia          | -.2287                | .10948     | 1.000 |
|                    |                 | Singapore       | .1159                 | .07292     | 1.000 |
|                    |                 | Spain           | .0200                 | .13475     | 1.000 |
|                    |                 | Switzerland     | -.1440                | .09329     | 1.000 |
| Turkey             | -.2884          | .08877          | .980                  |            |       |
| Venezuela          | -.3498          | .09275          | .893                  |            |       |
|                    | Argentina       | America         | .3472                 | .09384     | .912  |
|                    |                 | Australia       | .4019                 | .16071     | 1.000 |
|                    |                 | Brazil          | .3803                 | .10544     | .933  |
|                    |                 | GB              | .4877                 | .10231     | .418  |
|                    |                 | Canada          | .3567                 | .13751     | .999  |
|                    |                 | China           | .1728                 | .15655     | 1.000 |
|                    |                 | Netherlands     | .2363                 | .11323     | 1.000 |
|                    |                 | Philippines     | .2971                 | .13006     | 1.000 |
|                    |                 | France          | .0939                 | .12198     | 1.000 |
|                    |                 | Germany         | .2087                 | .12538     | 1.000 |
|                    |                 | India           | .3495                 | .12681     | .998  |
|                    |                 | Indonesia       | .4920                 | .15927     | .990  |
|                    |                 | Japan           | .6207                 | .10879     | .069  |
|                    |                 | Malaysia        | .3901                 | .13293     | .995  |
|                    |                 | Mexico          | .3019                 | .13510     | 1.000 |
|                    |                 | Poland          | .4978                 | .12796     | .856  |
|                    |                 | Russia          | .1185                 | .14020     | 1.000 |
|                    |                 | Singapore       | .4630                 | .11397     | .790  |
|                    |                 | Spain           | .3672                 | .16071     | 1.000 |
|                    |                 | Switzerland     | .2031                 | .12796     | 1.000 |
| Turkey             | .0587           | .12470          | 1.000                 |            |       |
| Venezuela          | -.0026          | .12757          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Australia       | America         | -.0548                | .13475     | 1.000 |
|                    |                 | Argentina       | -.4019                | .16071     | 1.000 |
|                    |                 | Brazil          | -.0216                | .14307     | 1.000 |
|                    |                 | GB              | .0857                 | .14078     | 1.000 |
|                    |                 | Canada          | -.0452                | .16811     | 1.000 |
|                    |                 | China           | -.2292                | .18401     | 1.000 |
|                    |                 | Netherlands     | -.1657                | .14891     | 1.000 |
|                    |                 | Philippines     | -.1049                | .16207     | 1.000 |
|                    |                 | France          | -.3080                | .15566     | 1.000 |
|                    |                 | Germany         | -.1933                | .15834     | 1.000 |
|                    |                 | India           | -.0525                | .15947     | 1.000 |
|                    |                 | Indonesia       | .0900                 | .18633     | 1.000 |
|                    |                 | Japan           | .2188                 | .14555     | 1.000 |
|                    |                 | Malaysia        | -.0119                | .16439     | 1.000 |
|                    |                 | Mexico          | -.1000                | .16614     | 1.000 |
|                    |                 | Poland          | .0958                 | .16039     | 1.000 |
|                    |                 | Russia          | -.2834                | .17032     | 1.000 |
|                    |                 | Singapore       | .0611                 | .14947     | 1.000 |
|                    |                 | Spain           | -.0347                | .18756     | 1.000 |
|                    |                 | Switzerland     | -.1988                | .16039     | 1.000 |
| Turkey             | -.3432          | .15781          | 1.000                 |            |       |
| Venezuela          | -.4045          | .16008          | 1.000                 |            |       |
|                    | Brazil          | America         | -.0331                | .05871     | 1.000 |
|                    |                 | Argentina       | -.3803                | .10544     | .933  |
|                    |                 | Australia       | .0216                 | .14307     | 1.000 |
|                    |                 | GB              | .1074                 | .07148     | 1.000 |
|                    |                 | Canada          | -.0236                | .11640     | 1.000 |
|                    |                 | China           | -.2075                | .13839     | 1.000 |
|                    |                 | Netherlands     | -.1440                | .08639     | 1.000 |
|                    |                 | Philippines     | -.0832                | .10751     | 1.000 |
|                    |                 | France          | -.2864                | .09758     | .995  |
|                    |                 | Germany         | -.1716                | .10179     | 1.000 |
|                    |                 | India           | -.0308                | .10354     | 1.000 |
|                    |                 | Indonesia       | .1117                 | .14145     | 1.000 |
|                    |                 | Japan           | .2404                 | .08047     | .994  |
|                    |                 | Malaysia        | .0098                 | .11096     | 1.000 |
|                    |                 | Mexico          | -.0784                | .11355     | 1.000 |
|                    |                 | Poland          | .1175                 | .10495     | 1.000 |
|                    |                 | Russia          | -.2618                | .11957     | 1.000 |
|                    |                 | Singapore       | .0827                 | .08735     | 1.000 |
|                    |                 | Spain           | -.0131                | .14307     | 1.000 |
|                    |                 | Switzerland     | -.1772                | .10495     | 1.000 |
| Turkey             | -.3216          | .10096          | .985                  |            |       |
| Venezuela          | -.3829          | .10447          | .920                  |            |       |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | GB              | America         | -.1405                | .05288     | .999  |
|                    |                 | Argentina       | -.4877                | .10231     | .418  |
|                    |                 | Australia       | -.0857                | .14078     | 1.000 |
|                    |                 | Brazil          | -.1074                | .07148     | 1.000 |
|                    |                 | Canada          | -.1309                | .11357     | 1.000 |
|                    |                 | China           | -.3149                | .13601     | 1.000 |
|                    |                 | Netherlands     | -.2514                | .08254     | .992  |
|                    |                 | Philippines     | -.1906                | .10444     | 1.000 |
|                    |                 | France          | -.3937                | .09418     | .736  |
|                    |                 | Germany         | -.2790                | .09854     | .997  |
|                    |                 | India           | -.1382                | .10035     | 1.000 |
|                    |                 | Indonesia       | .0043                 | .13913     | 1.000 |
|                    |                 | Japan           | .1331                 | .07632     | 1.000 |
|                    |                 | Malaysia        | -.0976                | .10799     | 1.000 |
|                    |                 | Mexico          | -.1858                | .11064     | 1.000 |
|                    |                 | Poland          | .0101                 | .10181     | 1.000 |
|                    |                 | Russia          | -.3691                | .11682     | .986  |
|                    |                 | Singapore       | -.0246                | .08354     | 1.000 |
|                    |                 | Spain           | -.1205                | .14078     | 1.000 |
|                    |                 | Switzerland     | -.2845                | .10181     | .998  |
| Turkey             | -.4289          | .09768          | .628                  |            |       |
| Venezuela          | -.4903          | .10131          | .379                  |            |       |
|                    | Canada          | America         | -.0096                | .10600     | 1.000 |
|                    |                 | Argentina       | -.3567                | .13751     | .999  |
|                    |                 | Australia       | .0452                 | .16811     | 1.000 |
|                    |                 | Brazil          | .0236                 | .11640     | 1.000 |
|                    |                 | GB              | .1309                 | .11357     | 1.000 |
|                    |                 | China           | -.1840                | .16414     | 1.000 |
|                    |                 | Netherlands     | -.1205                | .12350     | 1.000 |
|                    |                 | Philippines     | -.0597                | .13909     | 1.000 |
|                    |                 | France          | -.2628                | .13157     | 1.000 |
|                    |                 | Germany         | -.1481                | .13472     | 1.000 |
|                    |                 | India           | -.0073                | .13605     | 1.000 |
|                    |                 | Indonesia       | .1352                 | .16672     | 1.000 |
|                    |                 | Japan           | .2640                 | .11944     | 1.000 |
|                    |                 | Malaysia        | .0333                 | .14178     | 1.000 |
|                    |                 | Mexico          | -.0548                | .14381     | 1.000 |
|                    |                 | Poland          | .1410                 | .13713     | 1.000 |
|                    |                 | Russia          | -.2382                | .14862     | 1.000 |
|                    |                 | Singapore       | .1063                 | .12418     | 1.000 |
|                    |                 | Spain           | .0104                 | .16811     | 1.000 |
|                    |                 | Switzerland     | -.1536                | .13713     | 1.000 |
| Turkey             | -.2980          | .13410          | 1.000                 |            |       |
| Venezuela          | -.3594          | .13676          | .999                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | China           | America         | .1744                 | .12976     | 1.000 |
|                    |                 | Argentina       | -.1728                | .15655     | 1.000 |
|                    |                 | Australia       | .2292                 | .18401     | 1.000 |
|                    |                 | Brazil          | .2075                 | .13839     | 1.000 |
|                    |                 | GB              | .3149                 | .13601     | 1.000 |
|                    |                 | Canada          | .1840                 | .16414     | 1.000 |
|                    |                 | Netherlands     | .0635                 | .14441     | 1.000 |
|                    |                 | Philippines     | .1243                 | .15795     | 1.000 |
|                    |                 | France          | -.0789                | .15137     | 1.000 |
|                    |                 | Germany         | .0359                 | .15412     | 1.000 |
|                    |                 | India           | .1767                 | .15528     | 1.000 |
|                    |                 | Indonesia       | .3192                 | .18275     | 1.000 |
|                    |                 | Japan           | .4479                 | .14095     | .985  |
|                    |                 | Malaysia        | .2173                 | .16032     | 1.000 |
|                    |                 | Mexico          | .1291                 | .16212     | 1.000 |
|                    |                 | Poland          | .3250                 | .15623     | 1.000 |
|                    |                 | Russia          | -.0543                | .16640     | 1.000 |
|                    |                 | Singapore       | .2903                 | .14499     | 1.000 |
|                    |                 | Spain           | .1944                 | .18401     | 1.000 |
|                    |                 | Switzerland     | .0304                 | .15623     | 1.000 |
| Turkey             | -.1140          | .15357          | 1.000                 |            |       |
| Venezuela          | -.1754          | .15590          | 1.000                 |            |       |
|                    | Netherlands     | America         | .1109                 | .07177     | 1.000 |
|                    |                 | Argentina       | -.2363                | .11323     | 1.000 |
|                    |                 | Australia       | .1657                 | .14891     | 1.000 |
|                    |                 | Brazil          | .1440                 | .08639     | 1.000 |
|                    |                 | GB              | .2514                 | .08254     | .992  |
|                    |                 | Canada          | .1205                 | .12350     | 1.000 |
|                    |                 | China           | -.0635                | .14441     | 1.000 |
|                    |                 | Philippines     | .0608                 | .11516     | 1.000 |
|                    |                 | France          | -.1423                | .10595     | 1.000 |
|                    |                 | Germany         | -.0276                | .10984     | 1.000 |
|                    |                 | India           | .1132                 | .11147     | 1.000 |
|                    |                 | Indonesia       | .2557                 | .14735     | 1.000 |
|                    |                 | Japan           | .3845                 | .09044     | .701  |
|                    |                 | Malaysia        | .1538                 | .11839     | 1.000 |
|                    |                 | Mexico          | .0656                 | .12081     | 1.000 |
|                    |                 | Poland          | .2615                 | .11278     | 1.000 |
|                    |                 | Russia          | -.1177                | .12650     | 1.000 |
|                    |                 | Singapore       | .2268                 | .09661     | 1.000 |
|                    |                 | Spain           | .1309                 | .14891     | 1.000 |
|                    |                 | Switzerland     | -.0331                | .11278     | 1.000 |
| Turkey             | -.1775          | .10907          | 1.000                 |            |       |
| Venezuela          | -.2389          | .11233          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Philippines     | America         | .0501                 | .09615     | 1.000 |
|                    |                 | Argentina       | -.2971                | .13006     | 1.000 |
|                    |                 | Australia       | .1049                 | .16207     | 1.000 |
|                    |                 | Brazil          | .0832                 | .10751     | 1.000 |
|                    |                 | GB              | .1906                 | .10444     | 1.000 |
|                    |                 | Canada          | .0597                 | .13909     | 1.000 |
|                    |                 | China           | -.1243                | .15795     | 1.000 |
|                    |                 | Netherlands     | -.0608                | .11516     | 1.000 |
|                    |                 | France          | -.2031                | .12377     | 1.000 |
|                    |                 | Germany         | -.0884                | .12712     | 1.000 |
|                    |                 | India           | .0524                 | .12853     | 1.000 |
|                    |                 | Indonesia       | .1949                 | .16064     | 1.000 |
|                    |                 | Japan           | .3237                 | .11079     | .995  |
|                    |                 | Malaysia        | .0930                 | .13457     | 1.000 |
|                    |                 | Mexico          | .0048                 | .13671     | 1.000 |
|                    |                 | Poland          | .2007                 | .12967     | 1.000 |
|                    |                 | Russia          | -.1785                | .14176     | 1.000 |
|                    |                 | Singapore       | .1660                 | .11588     | 1.000 |
|                    |                 | Spain           | .0701                 | .16207     | 1.000 |
|                    |                 | Switzerland     | -.0939                | .12967     | 1.000 |
| Turkey             | -.2383          | .12645          | 1.000                 |            |       |
| Venezuela          | -.2997          | .12928          | 1.000                 |            |       |
|                    | France          | America         | .2533                 | .08490     | .994  |
|                    |                 | Argentina       | -.0939                | .12198     | 1.000 |
|                    |                 | Australia       | .3080                 | .15566     | 1.000 |
|                    |                 | Brazil          | .2864                 | .09758     | .995  |
|                    |                 | GB              | .3937                 | .09418     | .736  |
|                    |                 | Canada          | .2628                 | .13157     | 1.000 |
|                    |                 | China           | .0789                 | .15137     | 1.000 |
|                    |                 | Netherlands     | .1423                 | .10595     | 1.000 |
|                    |                 | Philippines     | .2031                 | .12377     | 1.000 |
|                    |                 | Germany         | .1147                 | .11884     | 1.000 |
|                    |                 | India           | .2555                 | .12034     | 1.000 |
|                    |                 | Indonesia       | .3980                 | .15417     | .999  |
|                    |                 | Japan           | .5268                 | .10118     | .208  |
|                    |                 | Malaysia        | .2962                 | .12678     | 1.000 |
|                    |                 | Mexico          | .2080                 | .12905     | 1.000 |
|                    |                 | Poland          | .4039                 | .12156     | .974  |
|                    |                 | Russia          | .0246                 | .13439     | 1.000 |
|                    |                 | Singapore       | .3691                 | .10673     | .958  |
|                    |                 | Spain           | .2733                 | .15566     | 1.000 |
|                    |                 | Switzerland     | .1092                 | .12156     | 1.000 |
| Turkey             | -.0352          | .11813          | 1.000                 |            |       |
| Venezuela          | -.0965          | .12115          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Germany         | America         | .1385                 | .08971     | 1.000 |
|                    |                 | Argentina       | -.2087                | .12538     | 1.000 |
|                    |                 | Australia       | .1933                 | .15834     | 1.000 |
|                    |                 | Brazil          | .1716                 | .10179     | 1.000 |
|                    |                 | GB              | .2790                 | .09854     | .997  |
|                    |                 | Canada          | .1481                 | .13472     | 1.000 |
|                    |                 | China           | -.0359                | .15412     | 1.000 |
|                    |                 | Netherlands     | .0276                 | .10984     | 1.000 |
|                    |                 | Philippines     | .0884                 | .12712     | 1.000 |
|                    |                 | France          | -.1147                | .11884     | 1.000 |
|                    |                 | India           | .1408                 | .12378     | 1.000 |
|                    |                 | Indonesia       | .2833                 | .15687     | 1.000 |
|                    |                 | Japan           | .4121                 | .10525     | .847  |
|                    |                 | Malaysia        | .1814                 | .13005     | 1.000 |
|                    |                 | Mexico          | .0932                 | .13226     | 1.000 |
|                    |                 | Poland          | .2891                 | .12497     | 1.000 |
|                    |                 | Russia          | -.0901                | .13747     | 1.000 |
|                    |                 | Singapore       | .2544                 | .11060     | 1.000 |
|                    |                 | Spain           | .1585                 | .15834     | 1.000 |
|                    |                 | Switzerland     | -.0055                | .12497     | 1.000 |
| Turkey             | -.1499          | .12163          | 1.000                 |            |       |
| Venezuela          | -.2113          | .12456          | 1.000                 |            |       |
|                    | India           | America         | -.0023                | .09170     | 1.000 |
|                    |                 | Argentina       | -.3495                | .12681     | .998  |
|                    |                 | Australia       | .0525                 | .15947     | 1.000 |
|                    |                 | Brazil          | .0308                 | .10354     | 1.000 |
|                    |                 | GB              | .1382                 | .10035     | 1.000 |
|                    |                 | Canada          | .0073                 | .13605     | 1.000 |
|                    |                 | China           | -.1767                | .15528     | 1.000 |
|                    |                 | Netherlands     | -.1132                | .11147     | 1.000 |
|                    |                 | Philippines     | -.0524                | .12853     | 1.000 |
|                    |                 | France          | -.2555                | .12034     | 1.000 |
|                    |                 | Germany         | -.1408                | .12378     | 1.000 |
|                    |                 | Indonesia       | .1425                 | .15801     | 1.000 |
|                    |                 | Japan           | .2713                 | .10694     | .999  |
|                    |                 | Malaysia        | .0406                 | .13143     | 1.000 |
|                    |                 | Mexico          | -.0476                | .13362     | 1.000 |
|                    |                 | Poland          | .1483                 | .12640     | 1.000 |
|                    |                 | Russia          | -.2309                | .13878     | 1.000 |
|                    |                 | Singapore       | .1136                 | .11221     | 1.000 |
|                    |                 | Spain           | .0177                 | .15947     | 1.000 |
|                    |                 | Switzerland     | -.1463                | .12640     | 1.000 |
| Turkey             | -.2907          | .12310          | 1.000                 |            |       |
| Venezuela          | -.3521          | .12600          | .998                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Indonesia       | America         | -.1448                | .13302     | 1.000 |
|                    |                 | Argentina       | -.4920                | .15927     | .990  |
|                    |                 | Australia       | -.0900                | .18633     | 1.000 |
|                    |                 | Brazil          | -.1117                | .14145     | 1.000 |
|                    |                 | GB              | -.0043                | .13913     | 1.000 |
|                    |                 | Canada          | -.1352                | .16672     | 1.000 |
|                    |                 | China           | -.3192                | .18275     | 1.000 |
|                    |                 | Netherlands     | -.2557                | .14735     | 1.000 |
|                    |                 | Philippines     | -.1949                | .16064     | 1.000 |
|                    |                 | France          | -.3980                | .15417     | .999  |
|                    |                 | Germany         | -.2833                | .15687     | 1.000 |
|                    |                 | India           | -.1425                | .15801     | 1.000 |
|                    |                 | Japan           | .1288                 | .14396     | 1.000 |
|                    |                 | Malaysia        | -.1019                | .16297     | 1.000 |
|                    |                 | Mexico          | -.1901                | .16474     | 1.000 |
|                    |                 | Poland          | .0058                 | .15894     | 1.000 |
|                    |                 | Russia          | -.3734                | .16895     | 1.000 |
|                    |                 | Singapore       | -.0289                | .14791     | 1.000 |
|                    |                 | Spain           | -.1248                | .18633     | 1.000 |
|                    |                 | Switzerland     | -.2888                | .15894     | 1.000 |
| Turkey             | -.4332          | .15633          | .998                  |            |       |
| Venezuela          | -.4946          | .15863          | .989                  |            |       |
|                    | Japan           | America         | -.2736                | .06452     | .707  |
|                    |                 | Argentina       | -.6207                | .10879     | .069  |
|                    |                 | Australia       | -.2188                | .14555     | 1.000 |
|                    |                 | Brazil          | -.2404                | .08047     | .994  |
|                    |                 | GB              | -.1331                | .07632     | 1.000 |
|                    |                 | Canada          | -.2640                | .11944     | 1.000 |
|                    |                 | China           | -.4479                | .14095     | .985  |
|                    |                 | Netherlands     | -.3845                | .09044     | .701  |
|                    |                 | Philippines     | -.3237                | .11079     | .995  |
|                    |                 | France          | -.5268                | .10118     | .208  |
|                    |                 | Germany         | -.4121                | .10525     | .847  |
|                    |                 | India           | -.2713                | .10694     | .999  |
|                    |                 | Indonesia       | -.1288                | .14396     | 1.000 |
|                    |                 | Malaysia        | -.2307                | .11414     | 1.000 |
|                    |                 | Mexico          | -.3188                | .11666     | .998  |
|                    |                 | Poland          | -.1229                | .10831     | 1.000 |
|                    |                 | Russia          | -.5022                | .12253     | .774  |
|                    |                 | Singapore       | -.1577                | .09136     | 1.000 |
|                    |                 | Spain           | -.2535                | .14555     | 1.000 |
|                    |                 | Switzerland     | -.4176                | .10831     | .867  |
| Turkey             | -.5620          | .10444          | .147                  |            |       |
| Venezuela          | -.6233          | .10785          | .057                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Malaysia        | America         | -.0429                | .10000     | 1.000 |
|                    |                 | Argentina       | -.3901                | .13293     | .995  |
|                    |                 | Australia       | .0119                 | .16439     | 1.000 |
|                    |                 | Brazil          | -.0098                | .11096     | 1.000 |
|                    |                 | GB              | .0976                 | .10799     | 1.000 |
|                    |                 | Canada          | -.0333                | .14178     | 1.000 |
|                    |                 | China           | -.2173                | .16032     | 1.000 |
|                    |                 | Netherlands     | -.1538                | .11839     | 1.000 |
|                    |                 | Philippines     | -.0930                | .13457     | 1.000 |
|                    |                 | France          | -.2962                | .12678     | 1.000 |
|                    |                 | Germany         | -.1814                | .13005     | 1.000 |
|                    |                 | India           | -.0406                | .13143     | 1.000 |
|                    |                 | Indonesia       | .1019                 | .16297     | 1.000 |
|                    |                 | Japan           | .2307                 | .11414     | 1.000 |
|                    |                 | Mexico          | -.0882                | .13945     | 1.000 |
|                    |                 | Poland          | .1077                 | .13254     | 1.000 |
|                    |                 | Russia          | -.2715                | .14440     | 1.000 |
|                    |                 | Singapore       | .0730                 | .11909     | 1.000 |
|                    |                 | Spain           | -.0229                | .16439     | 1.000 |
|                    |                 | Switzerland     | -.1869                | .13254     | 1.000 |
| Turkey             | -.3313          | .12940          | .999                  |            |       |
| Venezuela          | -.3927          | .13216          | .994                  |            |       |
|                    | Mexico          | America         | .0453                 | .10286     | 1.000 |
|                    |                 | Argentina       | -.3019                | .13510     | 1.000 |
|                    |                 | Australia       | .1000                 | .16614     | 1.000 |
|                    |                 | Brazil          | .0784                 | .11355     | 1.000 |
|                    |                 | GB              | .1858                 | .11064     | 1.000 |
|                    |                 | Canada          | .0548                 | .14381     | 1.000 |
|                    |                 | China           | -.1291                | .16212     | 1.000 |
|                    |                 | Netherlands     | -.0656                | .12081     | 1.000 |
|                    |                 | Philippines     | -.0048                | .13671     | 1.000 |
|                    |                 | France          | -.2080                | .12905     | 1.000 |
|                    |                 | Germany         | -.0932                | .13226     | 1.000 |
|                    |                 | India           | .0476                 | .13362     | 1.000 |
|                    |                 | Indonesia       | .1901                 | .16474     | 1.000 |
|                    |                 | Japan           | .3188                 | .11666     | .998  |
|                    |                 | Malaysia        | .0882                 | .13945     | 1.000 |
|                    |                 | Poland          | .1959                 | .13472     | 1.000 |
|                    |                 | Russia          | -.1834                | .14639     | 1.000 |
|                    |                 | Singapore       | .1611                 | .12151     | 1.000 |
|                    |                 | Spain           | .0653                 | .16614     | 1.000 |
|                    |                 | Switzerland     | -.0988                | .13472     | 1.000 |
| Turkey             | -.2432          | .13163          | 1.000                 |            |       |
| Venezuela          | -.3045          | .13434          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Poland          | America         | -.1506                | .09329     | 1.000 |
|                    |                 | Argentina       | -.4978                | .12796     | .856  |
|                    |                 | Australia       | -.0958                | .16039     | 1.000 |
|                    |                 | Brazil          | -.1175                | .10495     | 1.000 |
|                    |                 | GB              | -.0101                | .10181     | 1.000 |
|                    |                 | Canada          | -.1410                | .13713     | 1.000 |
|                    |                 | China           | -.3250                | .15623     | 1.000 |
|                    |                 | Netherlands     | -.2615                | .11278     | 1.000 |
|                    |                 | Philippines     | -.2007                | .12967     | 1.000 |
|                    |                 | France          | -.4039                | .12156     | .974  |
|                    |                 | Germany         | -.2891                | .12497     | 1.000 |
|                    |                 | India           | -.1483                | .12640     | 1.000 |
|                    |                 | Indonesia       | -.0058                | .15894     | 1.000 |
|                    |                 | Japan           | .1229                 | .10831     | 1.000 |
|                    |                 | Malaysia        | -.1077                | .13254     | 1.000 |
|                    |                 | Mexico          | -.1959                | .13472     | 1.000 |
|                    |                 | Russia          | -.3793                | .13983     | .998  |
|                    |                 | Singapore       | -.0347                | .11352     | 1.000 |
|                    |                 | Spain           | -.1306                | .16039     | 1.000 |
|                    |                 | Switzerland     | -.2946                | .12756     | 1.000 |
| Turkey             | -.4390          | .12429          | .946                  |            |       |
| Venezuela          | -.5004          | .12716          | .840                  |            |       |
|                    | Russia          | America         | .2287                 | .10948     | 1.000 |
|                    |                 | Argentina       | -.1185                | .14020     | 1.000 |
|                    |                 | Australia       | .2834                 | .17032     | 1.000 |
|                    |                 | Brazil          | .2618                 | .11957     | 1.000 |
|                    |                 | GB              | .3691                 | .11682     | .986  |
|                    |                 | Canada          | .2382                 | .14862     | 1.000 |
|                    |                 | China           | .0543                 | .16640     | 1.000 |
|                    |                 | Netherlands     | .1177                 | .12650     | 1.000 |
|                    |                 | Philippines     | .1785                 | .14176     | 1.000 |
|                    |                 | France          | -.0246                | .13439     | 1.000 |
|                    |                 | Germany         | .0901                 | .13747     | 1.000 |
|                    |                 | India           | .2309                 | .13878     | 1.000 |
|                    |                 | Indonesia       | .3734                 | .16895     | 1.000 |
|                    |                 | Japan           | .5022                 | .12253     | .774  |
|                    |                 | Malaysia        | .2715                 | .14440     | 1.000 |
|                    |                 | Mexico          | .1834                 | .14639     | 1.000 |
|                    |                 | Poland          | .3793                 | .13983     | .998  |
|                    |                 | Singapore       | .3445                 | .12716     | .999  |
|                    |                 | Spain           | .2487                 | .17032     | 1.000 |
|                    |                 | Switzerland     | .0846                 | .13983     | 1.000 |
| Turkey             | -.0598          | .13686          | 1.000                 |            |       |
| Venezuela          | -.1211          | .13947          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 01 Visionary       | Singapore       | America         | -.1159                | .07292     | 1.000  |       |
|                    |                 | Argentina       | -.4630                | .11397     | .790   |       |
|                    |                 | Australia       | -.0611                | .14947     | 1.000  |       |
|                    |                 | Brazil          | -.0827                | .08735     | 1.000  |       |
|                    |                 | GB              | .0246                 | .08354     | 1.000  |       |
|                    |                 | Canada          | -.1063                | .12418     | 1.000  |       |
|                    |                 | China           | -.2903                | .14499     | 1.000  |       |
|                    |                 | Netherlands     | -.2268                | .09661     | 1.000  |       |
|                    |                 | Philippines     | -.1660                | .11588     | 1.000  |       |
|                    |                 | France          | -.3691                | .10673     | .958   |       |
|                    |                 | Germany         | -.2544                | .11060     | 1.000  |       |
|                    |                 | India           | -.1136                | .11221     | 1.000  |       |
|                    |                 | Indonesia       | .0289                 | .14791     | 1.000  |       |
|                    |                 | Japan           | .1577                 | .09136     | 1.000  |       |
|                    |                 | Malaysia        | -.0730                | .11909     | 1.000  |       |
|                    |                 | Mexico          | -.1611                | .12151     | 1.000  |       |
|                    |                 | Poland          | .0347                 | .11352     | 1.000  |       |
|                    |                 | Russia          | -.3445                | .12716     | .999   |       |
|                    |                 | Spain           | -.0958                | .14947     | 1.000  |       |
|                    | Switzerland     | -.2599          | .11352                | 1.000      |        |       |
|                    | Turkey          | -.4043          | .10983                | .916       |        |       |
|                    | Venezuela       | -.4656          | .11307                | .765       |        |       |
|                    |                 | Spain           | America               | -.0200     | .13475 | 1.000 |
|                    |                 |                 | Argentina             | -.3672     | .16071 | 1.000 |
|                    |                 |                 | Australia             | .0347      | .18756 | 1.000 |
|                    |                 |                 | Brazil                | .0131      | .14307 | 1.000 |
|                    |                 |                 | GB                    | .1205      | .14078 | 1.000 |
|                    |                 |                 | Canada                | -.0104     | .16811 | 1.000 |
|                    |                 |                 | China                 | -.1944     | .18401 | 1.000 |
|                    | Netherlands     |                 | -.1309                | .14891     | 1.000  |       |
|                    | Philippines     |                 | -.0701                | .16207     | 1.000  |       |
|                    | France          |                 | -.2733                | .15566     | 1.000  |       |
|                    | Germany         | -.1585          | .15834                | 1.000      |        |       |
|                    | India           | -.0177          | .15947                | 1.000      |        |       |
|                    | Indonesia       | .1248           | .18633                | 1.000      |        |       |
|                    | Japan           | .2535           | .14555                | 1.000      |        |       |
|                    | Malaysia        | .0229           | .16439                | 1.000      |        |       |
|                    | Mexico          | -.0653          | .16614                | 1.000      |        |       |
|                    | Poland          | .1306           | .16039                | 1.000      |        |       |
|                    | Russia          | -.2487          | .17032                | 1.000      |        |       |
|                    | Singapore       | .0958           | .14947                | 1.000      |        |       |
|                    | Switzerland     | -.1640          | .16039                | 1.000      |        |       |
|                    | Turkey          | -.3084          | .15781                | 1.000      |        |       |
|                    | Venezuela       | -.3698          | .16008                | 1.000      |        |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Switzerland     | America         | .1440                 | .09329     | 1.000 |
|                    |                 | Argentina       | -.2031                | .12796     | 1.000 |
|                    |                 | Australia       | .1988                 | .16039     | 1.000 |
|                    |                 | Brazil          | .1772                 | .10495     | 1.000 |
|                    |                 | GB              | .2845                 | .10181     | .998  |
|                    |                 | Canada          | .1536                 | .13713     | 1.000 |
|                    |                 | China           | -.0304                | .15623     | 1.000 |
|                    |                 | Netherlands     | .0331                 | .11278     | 1.000 |
|                    |                 | Philippines     | .0939                 | .12967     | 1.000 |
|                    |                 | France          | -.1092                | .12156     | 1.000 |
|                    |                 | Germany         | .0055                 | .12497     | 1.000 |
|                    |                 | India           | .1463                 | .12640     | 1.000 |
|                    |                 | Indonesia       | .2888                 | .15894     | 1.000 |
|                    |                 | Japan           | .4176                 | .10831     | .867  |
|                    |                 | Malaysia        | .1869                 | .13254     | 1.000 |
|                    |                 | Mexico          | .0988                 | .13472     | 1.000 |
|                    |                 | Poland          | .2946                 | .12756     | 1.000 |
|                    |                 | Russia          | -.0846                | .13983     | 1.000 |
|                    |                 | Singapore       | .2599                 | .11352     | 1.000 |
|                    |                 | Spain           | .1640                 | .16039     | 1.000 |
| Turkey             | -.1444          | .12429          | 1.000                 |            |       |
| Venezuela          | -.2058          | .12716          | 1.000                 |            |       |
|                    | Turkey          | America         | .2884                 | .08877     | .980  |
|                    |                 | Argentina       | -.0587                | .12470     | 1.000 |
|                    |                 | Australia       | .3432                 | .15781     | 1.000 |
|                    |                 | Brazil          | .3216                 | .10096     | .985  |
|                    |                 | GB              | .4289                 | .09768     | .628  |
|                    |                 | Canada          | .2980                 | .13410     | 1.000 |
|                    |                 | China           | .1140                 | .15357     | 1.000 |
|                    |                 | Netherlands     | .1775                 | .10907     | 1.000 |
|                    |                 | Philippines     | .2383                 | .12645     | 1.000 |
|                    |                 | France          | .0352                 | .11813     | 1.000 |
|                    |                 | Germany         | .1499                 | .12163     | 1.000 |
|                    |                 | India           | .2907                 | .12310     | 1.000 |
|                    |                 | Indonesia       | .4332                 | .15633     | .998  |
|                    |                 | Japan           | .5620                 | .10444     | .147  |
|                    |                 | Malaysia        | .3313                 | .12940     | .999  |
|                    |                 | Mexico          | .2432                 | .13163     | 1.000 |
|                    |                 | Poland          | .4390                 | .12429     | .946  |
|                    |                 | Russia          | .0598                 | .13686     | 1.000 |
|                    |                 | Singapore       | .4043                 | .10983     | .916  |
|                    |                 | Spain           | .3084                 | .15781     | 1.000 |
| Switzerland        | .1444           | .12429          | 1.000                 |            |       |
| Venezuela          | -.0614          | .12389          | 1.000                 |            |       |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 01 Visionary       | Venezuela       | America         | .3498                 | .09275     | .893  |
|                    |                 | Argentina       | .0026                 | .12757     | 1.000 |
|                    |                 | Australia       | .4045                 | .16008     | 1.000 |
|                    |                 | Brazil          | .3829                 | .10447     | .920  |
|                    |                 | GB              | .4903                 | .10131     | .379  |
|                    |                 | Canada          | .3594                 | .13676     | .999  |
|                    |                 | China           | .1754                 | .15590     | 1.000 |
|                    |                 | Netherlands     | .2389                 | .11233     | 1.000 |
|                    |                 | Philippines     | .2997                 | .12928     | 1.000 |
|                    |                 | France          | .0965                 | .12115     | 1.000 |
|                    |                 | Germany         | .2113                 | .12456     | 1.000 |
|                    |                 | India           | .3521                 | .12600     | .998  |
|                    |                 | Indonesia       | .4946                 | .15863     | .989  |
|                    |                 | Japan           | .6233                 | .10785     | .057  |
|                    |                 | Malaysia        | .3927                 | .13216     | .994  |
|                    |                 | Mexico          | .3045                 | .13434     | 1.000 |
|                    |                 | Poland          | .5004                 | .12716     | .840  |
|                    |                 | Russia          | .1211                 | .13947     | 1.000 |
|                    |                 | Singapore       | .4656                 | .11307     | .765  |
|                    |                 | Spain           | .3698                 | .16008     | 1.000 |
| Switzerland        | .2058           | .12716          | 1.000                 |            |       |
| Turkey             | .0614           | .12389          | 1.000                 |            |       |
| 02 Organised       | America         | Argentina       | .0607                 | .10795     | 1.000 |
|                    |                 | Australia       | -.1442                | .15501     | 1.000 |
|                    |                 | Brazil          | -.0387                | .06754     | 1.000 |
|                    |                 | GB              | .3297                 | .06083     | .135  |
|                    |                 | Canada          | .3165                 | .12194     | .999  |
|                    |                 | China           | -.2252                | .14928     | 1.000 |
|                    |                 | Netherlands     | .0932                 | .08256     | 1.000 |
|                    |                 | Philippines     | -.2797                | .11061     | .999  |
|                    |                 | France          | -.2758                | .09767     | .997  |
|                    |                 | Germany         | -.1455                | .10320     | 1.000 |
|                    |                 | India           | -.2431                | .10549     | 1.000 |
|                    |                 | Indonesia       | -.0498                | .15303     | 1.000 |
|                    |                 | Japan           | .2323                 | .07422     | .988  |
|                    |                 | Malaysia        | -.2050                | .11504     | 1.000 |
|                    |                 | Mexico          | -.3102                | .11833     | .999  |
|                    |                 | Poland          | -.3033                | .10732     | .997  |
|                    |                 | Russia          | -.4731                | .12594     | .897  |
|                    |                 | Singapore       | .1644                 | .08389     | 1.000 |
|                    |                 | Spain           | -.1037                | .15501     | 1.000 |
|                    |                 | Switzerland     | -.0720                | .10732     | 1.000 |
| Turkey             | -.3851          | .10212          | .893                  |            |       |
| Venezuela          | -.3897          | .10670          | .923                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Argentina       | America         | -.0607                | .10795     | 1.000 |
|                    |                 | Australia       | -.2049                | .18488     | 1.000 |
|                    |                 | Brazil          | -.0994                | .12130     | 1.000 |
|                    |                 | GB              | .2690                 | .11770     | 1.000 |
|                    |                 | Canada          | .2559                 | .15819     | 1.000 |
|                    |                 | China           | -.2858                | .18010     | 1.000 |
|                    |                 | Netherlands     | .0326                 | .13026     | 1.000 |
|                    |                 | Philippines     | -.3404                | .14962     | 1.000 |
|                    |                 | France          | -.3365                | .14033     | 1.000 |
|                    |                 | Germany         | -.2062                | .14423     | 1.000 |
|                    |                 | India           | -.3038                | .14588     | 1.000 |
|                    |                 | Indonesia       | -.1105                | .18322     | 1.000 |
|                    |                 | Japan           | .1716                 | .12515     | 1.000 |
|                    |                 | Malaysia        | -.2656                | .15292     | 1.000 |
|                    |                 | Mexico          | -.3709                | .15542     | 1.000 |
|                    |                 | Poland          | -.3640                | .14721     | 1.000 |
|                    |                 | Russia          | -.5338                | .16129     | .975  |
|                    |                 | Singapore       | .1037                 | .13111     | 1.000 |
|                    |                 | Spain           | -.1644                | .18488     | 1.000 |
|                    |                 | Switzerland     | -.1327                | .14721     | 1.000 |
| Turkey             | -.4457          | .14346          | .989                  |            |       |
| Venezuela          | -.4504          | .14675          | .991                  |            |       |
|                    | Australia       | America         | .1442                 | .15501     | 1.000 |
|                    |                 | Argentina       | .2049                 | .18488     | 1.000 |
|                    |                 | Brazil          | .1055                 | .16459     | 1.000 |
|                    |                 | GB              | .4740                 | .16195     | .995  |
|                    |                 | Canada          | .4608                 | .19339     | 1.000 |
|                    |                 | China           | -.0809                | .21169     | 1.000 |
|                    |                 | Netherlands     | .2375                 | .17130     | 1.000 |
|                    |                 | Philippines     | -.1355                | .18645     | 1.000 |
|                    |                 | France          | -.1315                | .17908     | 1.000 |
|                    |                 | Germany         | -.0012                | .18215     | 1.000 |
|                    |                 | India           | -.0989                | .18346     | 1.000 |
|                    |                 | Indonesia       | .0944                 | .21435     | 1.000 |
|                    |                 | Japan           | .3765                 | .16744     | 1.000 |
|                    |                 | Malaysia        | -.0607                | .18911     | 1.000 |
|                    |                 | Mexico          | -.1660                | .19113     | 1.000 |
|                    |                 | Poland          | -.1590                | .18451     | 1.000 |
|                    |                 | Russia          | -.3288                | .19593     | 1.000 |
|                    |                 | Singapore       | .3086                 | .17195     | 1.000 |
|                    |                 | Spain           | .0405                 | .21577     | 1.000 |
|                    |                 | Switzerland     | .0722                 | .18451     | 1.000 |
| Turkey             | -.2408          | .18154          | 1.000                 |            |       |
| Venezuela          | -.2455          | .18415          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Brazil          | America         | .0387                 | .06754     | 1.000 |
|                    |                 | Argentina       | .0994                 | .12130     | 1.000 |
|                    |                 | Australia       | -.1055                | .16459     | 1.000 |
|                    |                 | GB              | .3684                 | .08222     | .578  |
|                    |                 | Canada          | .3553                 | .13391     | .999  |
|                    |                 | China           | -.1864                | .15920     | 1.000 |
|                    |                 | Netherlands     | .1319                 | .09938     | 1.000 |
|                    |                 | Philippines     | -.2410                | .12368     | 1.000 |
|                    |                 | France          | -.2371                | .11225     | 1.000 |
|                    |                 | Germany         | -.1068                | .11710     | 1.000 |
|                    |                 | India           | -.2044                | .11912     | 1.000 |
|                    |                 | Indonesia       | -.0111                | .16272     | 1.000 |
|                    |                 | Japan           | .2710                 | .09257     | .995  |
|                    |                 | Malaysia        | -.1662                | .12765     | 1.000 |
|                    |                 | Mexico          | -.2715                | .13062     | 1.000 |
|                    |                 | Poland          | -.2646                | .12074     | 1.000 |
|                    |                 | Russia          | -.4344                | .13756     | .986  |
|                    |                 | Singapore       | .2031                 | .10049     | 1.000 |
|                    |                 | Spain           | -.0650                | .16459     | 1.000 |
|                    |                 | Switzerland     | -.0333                | .12074     | 1.000 |
| Turkey             | -.3464          | .11614          | .994                  |            |       |
| Venezuela          | -.3510          | .12019          | .995                  |            |       |
|                    | GB              | America         | -.3297                | .06083     | .135  |
|                    |                 | Argentina       | -.2690                | .11770     | 1.000 |
|                    |                 | Australia       | -.4740                | .16195     | .995  |
|                    |                 | Brazil          | -.3684                | .08222     | .578  |
|                    |                 | Canada          | -.0132                | .13065     | 1.000 |
|                    |                 | China           | -.5549                | .15647     | .944  |
|                    |                 | Netherlands     | -.2365                | .09495     | 1.000 |
|                    |                 | Philippines     | -.6095                | .12014     | .264  |
|                    |                 | France          | -.6055                | .10835     | .092  |
|                    |                 | Germany         | -.4752                | .11336     | .731  |
|                    |                 | India           | -.5729                | .11544     | .316  |
|                    |                 | Indonesia       | -.3796                | .16005     | 1.000 |
|                    |                 | Japan           | -.0975                | .08780     | 1.000 |
|                    |                 | Malaysia        | -.5347                | .12423     | .674  |
|                    |                 | Mexico          | -.6400                | .12728     | .285  |
|                    |                 | Poland          | -.6330                | .11712     | .140  |
|                    |                 | Russia          | -.8028*               | .13439     | .034  |
|                    |                 | Singapore       | -.1653                | .09611     | 1.000 |
|                    |                 | Spain           | -.4334                | .16195     | .999  |
|                    |                 | Switzerland     | -.4018                | .11712     | .962  |
| Turkey             | -.7148*         | .11237          | .010                  |            |       |
| Venezuela          | -.7195*         | .11655          | .018                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Canada          | America         | -.3165                | .12194     | .999  |
|                    |                 | Argentina       | -.2559                | .15819     | 1.000 |
|                    |                 | Australia       | -.4608                | .19339     | 1.000 |
|                    |                 | Brazil          | -.3553                | .13391     | .999  |
|                    |                 | GB              | .0132                 | .13065     | 1.000 |
|                    |                 | China           | -.5417                | .18882     | .996  |
|                    |                 | Netherlands     | -.2233                | .14208     | 1.000 |
|                    |                 | Philippines     | -.5963                | .16001     | .905  |
|                    |                 | France          | -.5923                | .15136     | .848  |
|                    |                 | Germany         | -.4620                | .15499     | .994  |
|                    |                 | India           | -.5597                | .15652     | .939  |
|                    |                 | Indonesia       | -.3664                | .19180     | 1.000 |
|                    |                 | Japan           | -.0843                | .13740     | 1.000 |
|                    |                 | Malaysia        | -.5215                | .16310     | .984  |
|                    |                 | Mexico          | -.6268                | .16544     | .888  |
|                    |                 | Poland          | -.6198                | .15776     | .842  |
|                    |                 | Russia          | -.7896                | .17097     | .501  |
|                    |                 | Singapore       | -.1521                | .14285     | 1.000 |
|                    |                 | Spain           | -.4202                | .19339     | 1.000 |
|                    |                 | Switzerland     | -.3886                | .15776     | 1.000 |
| Turkey             | -.7016          | .15427          | .540                  |            |       |
| Venezuela          | -.7063          | .15733          | .574                  |            |       |
|                    | China           | America         | .2252                 | .14928     | 1.000 |
|                    |                 | Argentina       | .2858                 | .18010     | 1.000 |
|                    |                 | Australia       | .0809                 | .21169     | 1.000 |
|                    |                 | Brazil          | .1864                 | .15920     | 1.000 |
|                    |                 | GB              | .5549                 | .15647     | .944  |
|                    |                 | Canada          | .5417                 | .18882     | .996  |
|                    |                 | Netherlands     | .3184                 | .16613     | 1.000 |
|                    |                 | Philippines     | -.0546                | .18171     | 1.000 |
|                    |                 | France          | -.0506                | .17413     | 1.000 |
|                    |                 | Germany         | .0797                 | .17729     | 1.000 |
|                    |                 | India           | -.0180                | .17864     | 1.000 |
|                    |                 | Indonesia       | .1753                 | .21024     | 1.000 |
|                    |                 | Japan           | .4574                 | .16215     | .997  |
|                    |                 | Malaysia        | .0202                 | .18443     | 1.000 |
|                    |                 | Mexico          | -.0851                | .18651     | 1.000 |
|                    |                 | Poland          | -.0781                | .17972     | 1.000 |
|                    |                 | Russia          | -.2479                | .19143     | 1.000 |
|                    |                 | Singapore       | .3896                 | .16679     | 1.000 |
|                    |                 | Spain           | .1215                 | .21169     | 1.000 |
|                    |                 | Switzerland     | .1531                 | .17972     | 1.000 |
| Turkey             | -.1599          | .17667          | 1.000                 |            |       |
| Venezuela          | -.1646          | .17935          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Netherlands     | America         | -.0932                | .08256     | 1.000 |
|                    |                 | Argentina       | -.0326                | .13026     | 1.000 |
|                    |                 | Australia       | -.2375                | .17130     | 1.000 |
|                    |                 | Brazil          | -.1319                | .09938     | 1.000 |
|                    |                 | GB              | .2365                 | .09495     | 1.000 |
|                    |                 | Canada          | .2233                 | .14208     | 1.000 |
|                    |                 | China           | -.3184                | .16613     | 1.000 |
|                    |                 | Philippines     | -.3730                | .13248     | .997  |
|                    |                 | France          | -.3690                | .12188     | .992  |
|                    |                 | Germany         | -.2387                | .12636     | 1.000 |
|                    |                 | India           | -.3364                | .12823     | .999  |
|                    |                 | Indonesia       | -.1431                | .16951     | 1.000 |
|                    |                 | Japan           | .1390                 | .10404     | 1.000 |
|                    |                 | Malaysia        | -.2982                | .13619     | 1.000 |
|                    |                 | Mexico          | -.4035                | .13899     | .996  |
|                    |                 | Poland          | -.3965                | .12974     | .991  |
|                    |                 | Russia          | -.5663                | .14552     | .855  |
|                    |                 | Singapore       | .0712                 | .11114     | 1.000 |
|                    |                 | Spain           | -.1969                | .17130     | 1.000 |
|                    |                 | Switzerland     | -.1653                | .12974     | 1.000 |
| Turkey             | -.4783          | .12547          | .881                  |            |       |
| Venezuela          | -.4830          | .12923          | .902                  |            |       |
|                    | Philippines     | America         | .2797                 | .11061     | .999  |
|                    |                 | Argentina       | .3404                 | .14962     | 1.000 |
|                    |                 | Australia       | .1355                 | .18645     | 1.000 |
|                    |                 | Brazil          | .2410                 | .12368     | 1.000 |
|                    |                 | GB              | .6095                 | .12014     | .264  |
|                    |                 | Canada          | .5963                 | .16001     | .905  |
|                    |                 | China           | .0546                 | .18171     | 1.000 |
|                    |                 | Netherlands     | .3730                 | .13248     | .997  |
|                    |                 | France          | .0039                 | .14238     | 1.000 |
|                    |                 | Germany         | .1343                 | .14623     | 1.000 |
|                    |                 | India           | .0366                 | .14786     | 1.000 |
|                    |                 | Indonesia       | .2299                 | .18480     | 1.000 |
|                    |                 | Japan           | .5120                 | .12745     | .808  |
|                    |                 | Malaysia        | .0748                 | .15481     | 1.000 |
|                    |                 | Mexico          | -.0305                | .15728     | 1.000 |
|                    |                 | Poland          | -.0235                | .14917     | 1.000 |
|                    |                 | Russia          | -.1933                | .16308     | 1.000 |
|                    |                 | Singapore       | .4441                 | .13331     | .973  |
|                    |                 | Spain           | .1760                 | .18645     | 1.000 |
|                    |                 | Switzerland     | .2077                 | .14917     | 1.000 |
| Turkey             | -.1053          | .14547          | 1.000                 |            |       |
| Venezuela          | -.1100          | .14872          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | France          | America         | .2758                 | .09767     | .997  |
|                    |                 | Argentina       | .3365                 | .14033     | 1.000 |
|                    |                 | Australia       | .1315                 | .17908     | 1.000 |
|                    |                 | Brazil          | .2371                 | .11225     | 1.000 |
|                    |                 | GB              | .6055                 | .10835     | .092  |
|                    |                 | Canada          | .5923                 | .15136     | .848  |
|                    |                 | China           | .0506                 | .17413     | 1.000 |
|                    |                 | Netherlands     | .3690                 | .12188     | .992  |
|                    |                 | Philippines     | -.0039                | .14238     | 1.000 |
|                    |                 | Germany         | .1303                 | .13671     | 1.000 |
|                    |                 | India           | .0326                 | .13844     | 1.000 |
|                    |                 | Indonesia       | .2260                 | .17736     | 1.000 |
|                    |                 | Japan           | .5081                 | .11639     | .642  |
|                    |                 | Malaysia        | .0708                 | .14585     | 1.000 |
|                    |                 | Mexico          | -.0345                | .14846     | 1.000 |
|                    |                 | Poland          | -.0275                | .13984     | 1.000 |
|                    |                 | Russia          | -.1973                | .15460     | 1.000 |
|                    |                 | Singapore       | .4402                 | .12278     | .937  |
|                    |                 | Spain           | .1721                 | .17908     | 1.000 |
|                    |                 | Switzerland     | .2038                 | .13984     | 1.000 |
| Turkey             | -.1093          | .13589          | 1.000                 |            |       |
| Venezuela          | -.1139          | .13937          | 1.000                 |            |       |
|                    | Germany         | America         | .1455                 | .10320     | 1.000 |
|                    |                 | Argentina       | .2062                 | .14423     | 1.000 |
|                    |                 | Australia       | .0012                 | .18215     | 1.000 |
|                    |                 | Brazil          | .1068                 | .11710     | 1.000 |
|                    |                 | GB              | .4752                 | .11336     | .731  |
|                    |                 | Canada          | .4620                 | .15499     | .994  |
|                    |                 | China           | -.0797                | .17729     | 1.000 |
|                    |                 | Netherlands     | .2387                 | .12636     | 1.000 |
|                    |                 | Philippines     | -.1343                | .14623     | 1.000 |
|                    |                 | France          | -.1303                | .13671     | 1.000 |
|                    |                 | India           | -.0977                | .14240     | 1.000 |
|                    |                 | Indonesia       | .0957                 | .18046     | 1.000 |
|                    |                 | Japan           | .3778                 | .12107     | .988  |
|                    |                 | Malaysia        | -.0595                | .14961     | 1.000 |
|                    |                 | Mexico          | -.1648                | .15216     | 1.000 |
|                    |                 | Poland          | -.1578                | .14376     | 1.000 |
|                    |                 | Russia          | -.3276                | .15815     | 1.000 |
|                    |                 | Singapore       | .3099                 | .12723     | 1.000 |
|                    |                 | Spain           | .0418                 | .18215     | 1.000 |
|                    |                 | Switzerland     | .0735                 | .14376     | 1.000 |
| Turkey             | -.2396          | .13992          | 1.000                 |            |       |
| Venezuela          | -.2443          | .14330          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 02 Organised       | India           | America         | .2431                 | .10549     | 1.000  |       |
|                    |                 | Argentina       | .3038                 | .14588     | 1.000  |       |
|                    |                 | Australia       | .0989                 | .18346     | 1.000  |       |
|                    |                 | Brazil          | .2044                 | .11912     | 1.000  |       |
|                    |                 | GB              | .5729                 | .11544     | .316   |       |
|                    |                 | Canada          | .5597                 | .15652     | .939   |       |
|                    |                 | China           | .0180                 | .17864     | 1.000  |       |
|                    |                 | Netherlands     | .3364                 | .12823     | .999   |       |
|                    |                 | Philippines     | -.0366                | .14786     | 1.000  |       |
|                    |                 | France          | -.0326                | .13844     | 1.000  |       |
|                    |                 | Germany         | .0977                 | .14240     | 1.000  |       |
|                    |                 | Indonesia       | .1933                 | .18178     | 1.000  |       |
|                    |                 | Japan           | .4754                 | .12303     | .865   |       |
|                    |                 | Malaysia        | .0382                 | .15120     | 1.000  |       |
|                    |                 | Mexico          | -.0671                | .15372     | 1.000  |       |
|                    |                 | Poland          | -.0601                | .14541     | 1.000  |       |
|                    |                 | Russia          | -.2299                | .15965     | 1.000  |       |
|                    |                 | Singapore       | .4075                 | .12909     | .986   |       |
|                    |                 | Spain           | .1394                 | .18346     | 1.000  |       |
|                    |                 | Switzerland     | .1711                 | .14541     | 1.000  |       |
|                    | Turkey          | -.1419          | .14162                | 1.000      |        |       |
|                    | Venezuela       | -.1466          | .14495                | 1.000      |        |       |
|                    |                 | Indonesia       | America               | .0498      | .15303 | 1.000 |
|                    |                 |                 | Argentina             | .1105      | .18322 | 1.000 |
|                    |                 |                 | Australia             | -.0944     | .21435 | 1.000 |
|                    |                 |                 | Brazil                | .0111      | .16272 | 1.000 |
|                    |                 |                 | GB                    | .3796      | .16005 | 1.000 |
|                    |                 |                 | Canada                | .3664      | .19180 | 1.000 |
|                    |                 |                 | China                 | -.1753     | .21024 | 1.000 |
|                    |                 |                 | Netherlands           | .1431      | .16951 | 1.000 |
|                    |                 |                 | Philippines           | -.2299     | .18480 | 1.000 |
|                    |                 |                 | France                | -.2260     | .17736 | 1.000 |
|                    |                 |                 | Germany               | -.0957     | .18046 | 1.000 |
|                    |                 |                 | India                 | -.1933     | .18178 | 1.000 |
|                    | Japan           |                 | .2821                 | .16561     | 1.000  |       |
|                    | Malaysia        |                 | -.1551                | .18748     | 1.000  |       |
|                    | Mexico          | -.2604          | .18952                | 1.000      |        |       |
|                    | Poland          | -.2535          | .18285                | 1.000      |        |       |
|                    | Russia          | -.4232          | .19436                | 1.000      |        |       |
|                    | Singapore       | .2142           | .17016                | 1.000      |        |       |
|                    | Spain           | -.0539          | .21435                | 1.000      |        |       |
|                    | Switzerland     | -.0222          | .18285                | 1.000      |        |       |
|                    | Turkey          | -.3352          | .17985                | 1.000      |        |       |
|                    | Venezuela       | -.3399          | .18248                | 1.000      |        |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Japan           | America         | -.2323                | .07422     | .988  |
|                    |                 | Argentina       | -.1716                | .12515     | 1.000 |
|                    |                 | Australia       | -.3765                | .16744     | 1.000 |
|                    |                 | Brazil          | -.2710                | .09257     | .995  |
|                    |                 | GB              | .0975                 | .08780     | 1.000 |
|                    |                 | Canada          | .0843                 | .13740     | 1.000 |
|                    |                 | China           | -.4574                | .16215     | .997  |
|                    |                 | Netherlands     | -.1390                | .10404     | 1.000 |
|                    |                 | Philippines     | -.5120                | .12745     | .808  |
|                    |                 | France          | -.5081                | .11639     | .642  |
|                    |                 | Germany         | -.3778                | .12107     | .988  |
|                    |                 | India           | -.4754                | .12303     | .865  |
|                    |                 | Indonesia       | -.2821                | .16561     | 1.000 |
|                    |                 | Malaysia        | -.4372                | .13131     | .973  |
|                    |                 | Mexico          | -.5425                | .13420     | .798  |
|                    |                 | Poland          | -.5355                | .12460     | .677  |
|                    |                 | Russia          | -.7053                | .14096     | .296  |
|                    |                 | Singapore       | -.0679                | .10510     | 1.000 |
|                    |                 | Spain           | -.3360                | .16744     | 1.000 |
|                    |                 | Switzerland     | -.3043                | .12460     | 1.000 |
| Turkey             | -.6173          | .12015          | .236                  |            |       |
| Venezuela          | -.6220          | .12407          | .292                  |            |       |
|                    | Malaysia        | America         | .2050                 | .11504     | 1.000 |
|                    |                 | Argentina       | .2656                 | .15292     | 1.000 |
|                    |                 | Australia       | .0607                 | .18911     | 1.000 |
|                    |                 | Brazil          | .1662                 | .12765     | 1.000 |
|                    |                 | GB              | .5347                 | .12423     | .674  |
|                    |                 | Canada          | .5215                 | .16310     | .984  |
|                    |                 | China           | -.0202                | .18443     | 1.000 |
|                    |                 | Netherlands     | .2982                 | .13619     | 1.000 |
|                    |                 | Philippines     | -.0748                | .15481     | 1.000 |
|                    |                 | France          | -.0708                | .14585     | 1.000 |
|                    |                 | Germany         | .0595                 | .14961     | 1.000 |
|                    |                 | India           | -.0382                | .15120     | 1.000 |
|                    |                 | Indonesia       | .1551                 | .18748     | 1.000 |
|                    |                 | Japan           | .4372                 | .13131     | .973  |
|                    |                 | Mexico          | -.1053                | .16042     | 1.000 |
|                    |                 | Poland          | -.0983                | .15248     | 1.000 |
|                    |                 | Russia          | -.2681                | .16611     | 1.000 |
|                    |                 | Singapore       | .3694                 | .13700     | .999  |
|                    |                 | Spain           | .1013                 | .18911     | 1.000 |
|                    |                 | Switzerland     | .1329                 | .15248     | 1.000 |
| Turkey             | -.1801          | .14887          | 1.000                 |            |       |
| Venezuela          | -.1848          | .15204          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Mexico          | America         | .3102                 | .11833     | .999  |
|                    |                 | Argentina       | .3709                 | .15542     | 1.000 |
|                    |                 | Australia       | .1660                 | .19113     | 1.000 |
|                    |                 | Brazil          | .2715                 | .13062     | 1.000 |
|                    |                 | GB              | .6400                 | .12728     | .285  |
|                    |                 | Canada          | .6268                 | .16544     | .888  |
|                    |                 | China           | .0851                 | .18651     | 1.000 |
|                    |                 | Netherlands     | .4035                 | .13899     | .996  |
|                    |                 | Philippines     | .0305                 | .15728     | 1.000 |
|                    |                 | France          | .0345                 | .14846     | 1.000 |
|                    |                 | Germany         | .1648                 | .15216     | 1.000 |
|                    |                 | India           | .0671                 | .15372     | 1.000 |
|                    |                 | Indonesia       | .2604                 | .18952     | 1.000 |
|                    |                 | Japan           | .5425                 | .13420     | .798  |
|                    |                 | Malaysia        | .1053                 | .16042     | 1.000 |
|                    |                 | Poland          | .0070                 | .15498     | 1.000 |
|                    |                 | Russia          | -.1628                | .16841     | 1.000 |
|                    |                 | Singapore       | .4746                 | .13978     | .966  |
|                    |                 | Spain           | .2065                 | .19113     | 1.000 |
|                    |                 | Switzerland     | .2382                 | .15498     | 1.000 |
| Turkey             | -.0748          | .15142          | 1.000                 |            |       |
| Venezuela          | -.0795          | .15455          | 1.000                 |            |       |
|                    | Poland          | America         | .3033                 | .10732     | .997  |
|                    |                 | Argentina       | .3640                 | .14721     | 1.000 |
|                    |                 | Australia       | .1590                 | .18451     | 1.000 |
|                    |                 | Brazil          | .2646                 | .12074     | 1.000 |
|                    |                 | GB              | .6330                 | .11712     | .140  |
|                    |                 | Canada          | .6198                 | .15776     | .842  |
|                    |                 | China           | .0781                 | .17972     | 1.000 |
|                    |                 | Netherlands     | .3965                 | .12974     | .991  |
|                    |                 | Philippines     | .0235                 | .14917     | 1.000 |
|                    |                 | France          | .0275                 | .13984     | 1.000 |
|                    |                 | Germany         | .1578                 | .14376     | 1.000 |
|                    |                 | India           | .0601                 | .14541     | 1.000 |
|                    |                 | Indonesia       | .2535                 | .18285     | 1.000 |
|                    |                 | Japan           | .5355                 | .12460     | .677  |
|                    |                 | Malaysia        | .0983                 | .15248     | 1.000 |
|                    |                 | Mexico          | -.0070                | .15498     | 1.000 |
|                    |                 | Russia          | -.1698                | .16087     | 1.000 |
|                    |                 | Singapore       | .4677                 | .13059     | .938  |
|                    |                 | Spain           | .1996                 | .18451     | 1.000 |
|                    |                 | Switzerland     | .2313                 | .14674     | 1.000 |
| Turkey             | -.0818          | .14298          | 1.000                 |            |       |
| Venezuela          | -.0865          | .14629          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Russia          | America         | .4731                 | .12594     | .897  |
|                    |                 | Argentina       | .5338                 | .16129     | .975  |
|                    |                 | Australia       | .3288                 | .19593     | 1.000 |
|                    |                 | Brazil          | .4344                 | .13756     | .986  |
|                    |                 | GB              | .8028*                | .13439     | .034  |
|                    |                 | Canada          | .7896                 | .17097     | .501  |
|                    |                 | China           | .2479                 | .19143     | 1.000 |
|                    |                 | Netherlands     | .5663                 | .14552     | .855  |
|                    |                 | Philippines     | .1933                 | .16308     | 1.000 |
|                    |                 | France          | .1973                 | .15460     | 1.000 |
|                    |                 | Germany         | .3276                 | .15815     | 1.000 |
|                    |                 | India           | .2299                 | .15965     | 1.000 |
|                    |                 | Indonesia       | .4232                 | .19436     | 1.000 |
|                    |                 | Japan           | .7053                 | .14096     | .296  |
|                    |                 | Malaysia        | .2681                 | .16611     | 1.000 |
|                    |                 | Mexico          | .1628                 | .16841     | 1.000 |
|                    |                 | Poland          | .1698                 | .16087     | 1.000 |
|                    |                 | Singapore       | .6375                 | .14628     | .646  |
|                    |                 | Spain           | .3694                 | .19593     | 1.000 |
|                    |                 | Switzerland     | .4010                 | .16087     | 1.000 |
| Turkey             | .0880           | .15744          | 1.000                 |            |       |
| Venezuela          | .0833           | .16045          | 1.000                 |            |       |
|                    | Singapore       | America         | -.1644                | .08389     | 1.000 |
|                    |                 | Argentina       | -.1037                | .13111     | 1.000 |
|                    |                 | Australia       | -.3086                | .17195     | 1.000 |
|                    |                 | Brazil          | -.2031                | .10049     | 1.000 |
|                    |                 | GB              | .1653                 | .09611     | 1.000 |
|                    |                 | Canada          | .1521                 | .14285     | 1.000 |
|                    |                 | China           | -.3896                | .16679     | 1.000 |
|                    |                 | Netherlands     | -.0712                | .11114     | 1.000 |
|                    |                 | Philippines     | -.4441                | .13331     | .973  |
|                    |                 | France          | -.4402                | .12278     | .937  |
|                    |                 | Germany         | -.3099                | .12723     | 1.000 |
|                    |                 | India           | -.4075                | .12909     | .986  |
|                    |                 | Indonesia       | -.2142                | .17016     | 1.000 |
|                    |                 | Japan           | .0679                 | .10510     | 1.000 |
|                    |                 | Malaysia        | -.3694                | .13700     | .999  |
|                    |                 | Mexico          | -.4746                | .13978     | .966  |
|                    |                 | Poland          | -.4677                | .13059     | .938  |
|                    |                 | Russia          | -.6375                | .14628     | .646  |
|                    |                 | Spain           | -.2681                | .17195     | 1.000 |
|                    |                 | Switzerland     | -.2364                | .13059     | 1.000 |
| Turkey             | -.5495          | .12635          | .651                  |            |       |
| Venezuela          | -.5541          | .13008          | .697                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Spain           | America         | .1037                 | .15501     | 1.000 |
|                    |                 | Argentina       | .1644                 | .18488     | 1.000 |
|                    |                 | Australia       | -.0405                | .21577     | 1.000 |
|                    |                 | Brazil          | .0650                 | .16459     | 1.000 |
|                    |                 | GB              | .4334                 | .16195     | .999  |
|                    |                 | Canada          | .4202                 | .19339     | 1.000 |
|                    |                 | China           | -.1215                | .21169     | 1.000 |
|                    |                 | Netherlands     | .1969                 | .17130     | 1.000 |
|                    |                 | Philippines     | -.1760                | .18645     | 1.000 |
|                    |                 | France          | -.1721                | .17908     | 1.000 |
|                    |                 | Germany         | -.0418                | .18215     | 1.000 |
|                    |                 | India           | -.1394                | .18346     | 1.000 |
|                    |                 | Indonesia       | .0539                 | .21435     | 1.000 |
|                    |                 | Japan           | .3360                 | .16744     | 1.000 |
|                    |                 | Malaysia        | -.1013                | .18911     | 1.000 |
|                    |                 | Mexico          | -.2065                | .19113     | 1.000 |
|                    |                 | Poland          | -.1996                | .18451     | 1.000 |
|                    |                 | Russia          | -.3694                | .19593     | 1.000 |
|                    |                 | Singapore       | .2681                 | .17195     | 1.000 |
|                    |                 | Switzerland     | .0317                 | .18451     | 1.000 |
| Turkey             | -.2814          | .18154          | 1.000                 |            |       |
| Venezuela          | -.2860          | .18415          | 1.000                 |            |       |
|                    | Switzerland     | America         | .0720                 | .10732     | 1.000 |
|                    |                 | Argentina       | .1327                 | .14721     | 1.000 |
|                    |                 | Australia       | -.0722                | .18451     | 1.000 |
|                    |                 | Brazil          | .0333                 | .12074     | 1.000 |
|                    |                 | GB              | .4018                 | .11712     | .962  |
|                    |                 | Canada          | .3886                 | .15776     | 1.000 |
|                    |                 | China           | -.1531                | .17972     | 1.000 |
|                    |                 | Netherlands     | .1653                 | .12974     | 1.000 |
|                    |                 | Philippines     | -.2077                | .14917     | 1.000 |
|                    |                 | France          | -.2038                | .13984     | 1.000 |
|                    |                 | Germany         | -.0735                | .14376     | 1.000 |
|                    |                 | India           | -.1711                | .14541     | 1.000 |
|                    |                 | Indonesia       | .0222                 | .18285     | 1.000 |
|                    |                 | Japan           | .3043                 | .12460     | 1.000 |
|                    |                 | Malaysia        | -.1329                | .15248     | 1.000 |
|                    |                 | Mexico          | -.2382                | .15498     | 1.000 |
|                    |                 | Poland          | -.2313                | .14674     | 1.000 |
|                    |                 | Russia          | -.4010                | .16087     | 1.000 |
|                    |                 | Singapore       | .2364                 | .13059     | 1.000 |
|                    |                 | Spain           | -.0317                | .18451     | 1.000 |
| Turkey             | -.3130          | .14298          | 1.000                 |            |       |
| Venezuela          | -.3177          | .14629          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 02 Organised       | Turkey          | America         | .3851                 | .10212     | .893  |
|                    |                 | Argentina       | .4457                 | .14346     | .989  |
|                    |                 | Australia       | .2408                 | .18154     | 1.000 |
|                    |                 | Brazil          | .3464                 | .11614     | .994  |
|                    |                 | GB              | .7148*                | .11237     | .010  |
|                    |                 | Canada          | .7016                 | .15427     | .540  |
|                    |                 | China           | .1599                 | .17667     | 1.000 |
|                    |                 | Netherlands     | .4783                 | .12547     | .881  |
|                    |                 | Philippines     | .1053                 | .14547     | 1.000 |
|                    |                 | France          | .1093                 | .13589     | 1.000 |
|                    |                 | Germany         | .2396                 | .13992     | 1.000 |
|                    |                 | India           | .1419                 | .14162     | 1.000 |
|                    |                 | Indonesia       | .3352                 | .17985     | 1.000 |
|                    |                 | Japan           | .6173                 | .12015     | .236  |
|                    |                 | Malaysia        | .1801                 | .14887     | 1.000 |
|                    |                 | Mexico          | .0748                 | .15142     | 1.000 |
|                    |                 | Poland          | .0818                 | .14298     | 1.000 |
|                    |                 | Russia          | -.0880                | .15744     | 1.000 |
|                    |                 | Singapore       | .5495                 | .12635     | .651  |
|                    |                 | Spain           | .2814                 | .18154     | 1.000 |
| Switzerland        | .3130           | .14298          | 1.000                 |            |       |
| Venezuela          | -.0047          | .14252          | 1.000                 |            |       |
|                    | Venezuela       | America         | .3897                 | .10670     | .923  |
|                    |                 | Argentina       | .4504                 | .14675     | .991  |
|                    |                 | Australia       | .2455                 | .18415     | 1.000 |
|                    |                 | Brazil          | .3510                 | .12019     | .995  |
|                    |                 | GB              | .7195*                | .11655     | .018  |
|                    |                 | Canada          | .7063                 | .15733     | .574  |
|                    |                 | China           | .1646                 | .17935     | 1.000 |
|                    |                 | Netherlands     | .4830                 | .12923     | .902  |
|                    |                 | Philippines     | .1100                 | .14872     | 1.000 |
|                    |                 | France          | .1139                 | .13937     | 1.000 |
|                    |                 | Germany         | .2443                 | .14330     | 1.000 |
|                    |                 | India           | .1466                 | .14495     | 1.000 |
|                    |                 | Indonesia       | .3399                 | .18248     | 1.000 |
|                    |                 | Japan           | .6220                 | .12407     | .292  |
|                    |                 | Malaysia        | .1848                 | .15204     | 1.000 |
|                    |                 | Mexico          | .0795                 | .15455     | 1.000 |
|                    |                 | Poland          | .0865                 | .14629     | 1.000 |
|                    |                 | Russia          | -.0833                | .16045     | 1.000 |
|                    |                 | Singapore       | .5541                 | .13008     | .697  |
|                    |                 | Spain           | .2860                 | .18415     | 1.000 |
| Switzerland        | .3177           | .14629          | 1.000                 |            |       |
| Turkey             | .0047           | .14252          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | America         | Argentina       | -.0949                | .09621     | 1.000 |
|                    |                 | Australia       | .0744                 | .13815     | 1.000 |
|                    |                 | Brazil          | .0326                 | .06019     | 1.000 |
|                    |                 | GB              | .2660                 | .05421     | .344  |
|                    |                 | Canada          | .2512                 | .10868     | 1.000 |
|                    |                 | China           | .2550                 | .13304     | 1.000 |
|                    |                 | Netherlands     | .0484                 | .07358     | 1.000 |
|                    |                 | Philippines     | .1587                 | .09858     | 1.000 |
|                    |                 | France          | .1207                 | .08705     | 1.000 |
|                    |                 | Germany         | .0309                 | .09198     | 1.000 |
|                    |                 | India           | .1879                 | .09401     | 1.000 |
|                    |                 | Indonesia       | .7803                 | .13638     | .067  |
|                    |                 | Japan           | .4954*                | .06615     | .000  |
|                    |                 | Malaysia        | .1922                 | .10252     | 1.000 |
|                    |                 | Mexico          | .1295                 | .10546     | 1.000 |
|                    |                 | Poland          | .1769                 | .09564     | 1.000 |
|                    |                 | Russia          | .3549                 | .11224     | .986  |
|                    |                 | Singapore       | .3841                 | .07476     | .236  |
|                    |                 | Spain           | .1082                 | .13815     | 1.000 |
|                    |                 | Switzerland     | .0331                 | .09564     | 1.000 |
| Turkey             | .0926           | .09101          | 1.000                 |            |       |
| Venezuela          | .0870           | .09509          | 1.000                 |            |       |
|                    | Argentina       | America         | .0949                 | .09621     | 1.000 |
|                    |                 | Australia       | .1693                 | .16477     | 1.000 |
|                    |                 | Brazil          | .1275                 | .10811     | 1.000 |
|                    |                 | GB              | .3610                 | .10489     | .960  |
|                    |                 | Canada          | .3461                 | .14098     | 1.000 |
|                    |                 | China           | .3499                 | .16051     | 1.000 |
|                    |                 | Netherlands     | .1433                 | .11609     | 1.000 |
|                    |                 | Philippines     | .2537                 | .13335     | 1.000 |
|                    |                 | France          | .2156                 | .12506     | 1.000 |
|                    |                 | Germany         | .1259                 | .12854     | 1.000 |
|                    |                 | India           | .2828                 | .13001     | 1.000 |
|                    |                 | Indonesia       | .8752                 | .16329     | .154  |
|                    |                 | Japan           | .5904                 | .11153     | .176  |
|                    |                 | Malaysia        | .2871                 | .13629     | 1.000 |
|                    |                 | Mexico          | .2244                 | .13851     | 1.000 |
|                    |                 | Poland          | .2718                 | .13119     | 1.000 |
|                    |                 | Russia          | .4498                 | .14374     | .988  |
|                    |                 | Singapore       | .4791                 | .11685     | .773  |
|                    |                 | Spain           | .2031                 | .16477     | 1.000 |
|                    |                 | Switzerland     | .1280                 | .13119     | 1.000 |
| Turkey             | .1875           | .12785          | 1.000                 |            |       |
| Venezuela          | .1819           | .13079          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | Australia       | America         | -.0744                | .13815     | 1.000 |
|                    |                 | Argentina       | -.1693                | .16477     | 1.000 |
|                    |                 | Brazil          | -.0418                | .14669     | 1.000 |
|                    |                 | GB              | .1916                 | .14434     | 1.000 |
|                    |                 | Canada          | .1768                 | .17235     | 1.000 |
|                    |                 | China           | .1806                 | .18866     | 1.000 |
|                    |                 | Netherlands     | -.0260                | .15267     | 1.000 |
|                    |                 | Philippines     | .0843                 | .16617     | 1.000 |
|                    |                 | France          | .0463                 | .15960     | 1.000 |
|                    |                 | Germany         | -.0435                | .16234     | 1.000 |
|                    |                 | India           | .1135                 | .16350     | 1.000 |
|                    |                 | Indonesia       | .7059                 | .19103     | .913  |
|                    |                 | Japan           | .4210                 | .14923     | .997  |
|                    |                 | Malaysia        | .1178                 | .16854     | 1.000 |
|                    |                 | Mexico          | .0551                 | .17034     | 1.000 |
|                    |                 | Poland          | .1024                 | .16444     | 1.000 |
|                    |                 | Russia          | .2805                 | .17462     | 1.000 |
|                    |                 | Singapore       | .3097                 | .15324     | 1.000 |
|                    |                 | Spain           | .0338                 | .19230     | 1.000 |
|                    |                 | Switzerland     | -.0413                | .16444     | 1.000 |
| Turkey             | .0181           | .16179          | 1.000                 |            |       |
| Venezuela          | .0126           | .16412          | 1.000                 |            |       |
|                    | Brazil          | America         | -.0326                | .06019     | 1.000 |
|                    |                 | Argentina       | -.1275                | .10811     | 1.000 |
|                    |                 | Australia       | .0418                 | .14669     | 1.000 |
|                    |                 | GB              | .2334                 | .07328     | .985  |
|                    |                 | Canada          | .2186                 | .11934     | 1.000 |
|                    |                 | China           | .2224                 | .14188     | 1.000 |
|                    |                 | Netherlands     | .0158                 | .08857     | 1.000 |
|                    |                 | Philippines     | .1262                 | .11022     | 1.000 |
|                    |                 | France          | .0881                 | .10004     | 1.000 |
|                    |                 | Germany         | -.0017                | .10436     | 1.000 |
|                    |                 | India           | .1553                 | .10616     | 1.000 |
|                    |                 | Indonesia       | .7477                 | .14502     | .228  |
|                    |                 | Japan           | .4628                 | .08250     | .088  |
|                    |                 | Malaysia        | .1596                 | .11376     | 1.000 |
|                    |                 | Mexico          | .0969                 | .11641     | 1.000 |
|                    |                 | Poland          | .1443                 | .10760     | 1.000 |
|                    |                 | Russia          | .3223                 | .12259     | .999  |
|                    |                 | Singapore       | .3516                 | .08956     | .844  |
|                    |                 | Spain           | .0756                 | .14669     | 1.000 |
|                    |                 | Switzerland     | .0005                 | .10760     | 1.000 |
| Turkey             | .0600           | .10351          | 1.000                 |            |       |
| Venezuela          | .0544           | .10711          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | GB              | America         | -.2660                | .05421     | .344  |
|                    |                 | Argentina       | -.3610                | .10489     | .960  |
|                    |                 | Australia       | -.1916                | .14434     | 1.000 |
|                    |                 | Brazil          | -.2334                | .07328     | .985  |
|                    |                 | Canada          | -.0148                | .11644     | 1.000 |
|                    |                 | China           | -.0110                | .13945     | 1.000 |
|                    |                 | Netherlands     | -.2176                | .08462     | .999  |
|                    |                 | Philippines     | -.1073                | .10707     | 1.000 |
|                    |                 | France          | -.1454                | .09656     | 1.000 |
|                    |                 | Germany         | -.2351                | .10103     | 1.000 |
|                    |                 | India           | -.0781                | .10289     | 1.000 |
|                    |                 | Indonesia       | .5143                 | .14264     | .933  |
|                    |                 | Japan           | .2294                 | .07825     | .995  |
|                    |                 | Malaysia        | -.0738                | .11072     | 1.000 |
|                    |                 | Mexico          | -.1365                | .11344     | 1.000 |
|                    |                 | Poland          | -.0892                | .10438     | 1.000 |
|                    |                 | Russia          | .0888                 | .11977     | 1.000 |
|                    |                 | Singapore       | .1181                 | .08565     | 1.000 |
|                    |                 | Spain           | -.1578                | .14434     | 1.000 |
|                    |                 | Switzerland     | -.2329                | .10438     | 1.000 |
| Turkey             | -.1735          | .10015          | 1.000                 |            |       |
| Venezuela          | -.1790          | .10387          | 1.000                 |            |       |
|                    | Canada          | America         | -.2512                | .10868     | 1.000 |
|                    |                 | Argentina       | -.3461                | .14098     | 1.000 |
|                    |                 | Australia       | -.1768                | .17235     | 1.000 |
|                    |                 | Brazil          | -.2186                | .11934     | 1.000 |
|                    |                 | GB              | .0148                 | .11644     | 1.000 |
|                    |                 | China           | .0038                 | .16828     | 1.000 |
|                    |                 | Netherlands     | -.2028                | .12662     | 1.000 |
|                    |                 | Philippines     | -.0925                | .14261     | 1.000 |
|                    |                 | France          | -.1305                | .13489     | 1.000 |
|                    |                 | Germany         | -.2203                | .13813     | 1.000 |
|                    |                 | India           | -.0633                | .13949     | 1.000 |
|                    |                 | Indonesia       | .5291                 | .17093     | .990  |
|                    |                 | Japan           | .2442                 | .12245     | 1.000 |
|                    |                 | Malaysia        | -.0590                | .14536     | 1.000 |
|                    |                 | Mexico          | -.1217                | .14745     | 1.000 |
|                    |                 | Poland          | -.0743                | .14059     | 1.000 |
|                    |                 | Russia          | .1037                 | .15237     | 1.000 |
|                    |                 | Singapore       | .1329                 | .12731     | 1.000 |
|                    |                 | Spain           | -.1430                | .17235     | 1.000 |
|                    |                 | Switzerland     | -.2181                | .14059     | 1.000 |
| Turkey             | -.1586          | .13749          | 1.000                 |            |       |
| Venezuela          | -.1642          | .14022          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | China           | America         | -.2550                | .13304     | 1.000 |
|                    |                 | Argentina       | -.3499                | .16051     | 1.000 |
|                    |                 | Australia       | -.1806                | .18866     | 1.000 |
|                    |                 | Brazil          | -.2224                | .14188     | 1.000 |
|                    |                 | GB              | .0110                 | .13945     | 1.000 |
|                    |                 | Canada          | -.0038                | .16828     | 1.000 |
|                    |                 | Netherlands     | -.2066                | .14806     | 1.000 |
|                    |                 | Philippines     | -.0963                | .16194     | 1.000 |
|                    |                 | France          | -.1343                | .15519     | 1.000 |
|                    |                 | Germany         | -.2241                | .15801     | 1.000 |
|                    |                 | India           | -.0671                | .15920     | 1.000 |
|                    |                 | Indonesia       | .5253                 | .18737     | .997  |
|                    |                 | Japan           | .2404                 | .14451     | 1.000 |
|                    |                 | Malaysia        | -.0628                | .16437     | 1.000 |
|                    |                 | Mexico          | -.1255                | .16622     | 1.000 |
|                    |                 | Poland          | -.0781                | .16017     | 1.000 |
|                    |                 | Russia          | .0999                 | .17060     | 1.000 |
|                    |                 | Singapore       | .1292                 | .14865     | 1.000 |
|                    |                 | Spain           | -.1468                | .18866     | 1.000 |
|                    |                 | Switzerland     | -.2219                | .16017     | 1.000 |
| Turkey             | -.1624          | .15745          | 1.000                 |            |       |
| Venezuela          | -.1680          | .15984          | 1.000                 |            |       |
|                    | Netherlands     | America         | -.0484                | .07358     | 1.000 |
|                    |                 | Argentina       | -.1433                | .11609     | 1.000 |
|                    |                 | Australia       | .0260                 | .15267     | 1.000 |
|                    |                 | Brazil          | -.0158                | .08857     | 1.000 |
|                    |                 | GB              | .2176                 | .08462     | .999  |
|                    |                 | Canada          | .2028                 | .12662     | 1.000 |
|                    |                 | China           | .2066                 | .14806     | 1.000 |
|                    |                 | Philippines     | .1104                 | .11807     | 1.000 |
|                    |                 | France          | .0723                 | .10862     | 1.000 |
|                    |                 | Germany         | -.0175                | .11261     | 1.000 |
|                    |                 | India           | .1395                 | .11428     | 1.000 |
|                    |                 | Indonesia       | .7319                 | .15107     | .376  |
|                    |                 | Japan           | .4470                 | .09272     | .389  |
|                    |                 | Malaysia        | .1438                 | .12138     | 1.000 |
|                    |                 | Mexico          | .0811                 | .12387     | 1.000 |
|                    |                 | Poland          | .1285                 | .11563     | 1.000 |
|                    |                 | Russia          | .3065                 | .12969     | 1.000 |
|                    |                 | Singapore       | .3358                 | .09905     | .967  |
|                    |                 | Spain           | .0598                 | .15267     | 1.000 |
|                    |                 | Switzerland     | -.0153                | .11563     | 1.000 |
| Turkey             | .0442           | .11182          | 1.000                 |            |       |
| Venezuela          | .0386           | .11517          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | Philippines     | America         | -.1587                | .09858     | 1.000 |
|                    |                 | Argentina       | -.2537                | .13335     | 1.000 |
|                    |                 | Australia       | -.0843                | .16617     | 1.000 |
|                    |                 | Brazil          | -.1262                | .11022     | 1.000 |
|                    |                 | GB              | .1073                 | .10707     | 1.000 |
|                    |                 | Canada          | .0925                 | .14261     | 1.000 |
|                    |                 | China           | .0963                 | .16194     | 1.000 |
|                    |                 | Netherlands     | -.1104                | .11807     | 1.000 |
|                    |                 | France          | -.0381                | .12690     | 1.000 |
|                    |                 | Germany         | -.1278                | .13033     | 1.000 |
|                    |                 | India           | .0292                 | .13177     | 1.000 |
|                    |                 | Indonesia       | .6216                 | .16470     | .892  |
|                    |                 | Japan           | .3367                 | .11358     | .994  |
|                    |                 | Malaysia        | .0335                 | .13797     | 1.000 |
|                    |                 | Mexico          | -.0292                | .14017     | 1.000 |
|                    |                 | Poland          | .0181                 | .13294     | 1.000 |
|                    |                 | Russia          | .1961                 | .14534     | 1.000 |
|                    |                 | Singapore       | .2254                 | .11881     | 1.000 |
|                    |                 | Spain           | -.0505                | .16617     | 1.000 |
|                    |                 | Switzerland     | -.1256                | .13294     | 1.000 |
| Turkey             | -.0662          | .12965          | 1.000                 |            |       |
| Venezuela          | -.0717          | .13254          | 1.000                 |            |       |
|                    | France          | America         | -.1207                | .08705     | 1.000 |
|                    |                 | Argentina       | -.2156                | .12506     | 1.000 |
|                    |                 | Australia       | -.0463                | .15960     | 1.000 |
|                    |                 | Brazil          | -.0881                | .10004     | 1.000 |
|                    |                 | GB              | .1454                 | .09656     | 1.000 |
|                    |                 | Canada          | .1305                 | .13489     | 1.000 |
|                    |                 | China           | .1343                 | .15519     | 1.000 |
|                    |                 | Netherlands     | -.0723                | .10862     | 1.000 |
|                    |                 | Philippines     | .0381                 | .12690     | 1.000 |
|                    |                 | Germany         | -.0898                | .12184     | 1.000 |
|                    |                 | India           | .0672                 | .12338     | 1.000 |
|                    |                 | Indonesia       | .6596                 | .15806     | .740  |
|                    |                 | Japan           | .3747                 | .10373     | .931  |
|                    |                 | Malaysia        | .0715                 | .12998     | 1.000 |
|                    |                 | Mexico          | .0088                 | .13231     | 1.000 |
|                    |                 | Poland          | .0562                 | .12463     | 1.000 |
|                    |                 | Russia          | .2342                 | .13778     | 1.000 |
|                    |                 | Singapore       | .2635                 | .10943     | 1.000 |
|                    |                 | Spain           | -.0125                | .15960     | 1.000 |
|                    |                 | Switzerland     | -.0876                | .12463     | 1.000 |
| Turkey             | -.0281          | .12111          | 1.000                 |            |       |
| Venezuela          | -.0337          | .12421          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | Germany         | America         | -.0309                | .09198     | 1.000 |
|                    |                 | Argentina       | -.1259                | .12854     | 1.000 |
|                    |                 | Australia       | .0435                 | .16234     | 1.000 |
|                    |                 | Brazil          | .0017                 | .10436     | 1.000 |
|                    |                 | GB              | .2351                 | .10103     | 1.000 |
|                    |                 | Canada          | .2203                 | .13813     | 1.000 |
|                    |                 | China           | .2241                 | .15801     | 1.000 |
|                    |                 | Netherlands     | .0175                 | .11261     | 1.000 |
|                    |                 | Philippines     | .1278                 | .13033     | 1.000 |
|                    |                 | France          | .0898                 | .12184     | 1.000 |
|                    |                 | India           | .1570                 | .12691     | 1.000 |
|                    |                 | Indonesia       | .7494                 | .16083     | .478  |
|                    |                 | Japan           | .4645                 | .10790     | .674  |
|                    |                 | Malaysia        | .1613                 | .13334     | 1.000 |
|                    |                 | Mexico          | .0986                 | .13560     | 1.000 |
|                    |                 | Poland          | .1459                 | .12812     | 1.000 |
|                    |                 | Russia          | .3240                 | .14095     | 1.000 |
|                    |                 | Singapore       | .3532                 | .11339     | .989  |
|                    |                 | Spain           | .0773                 | .16234     | 1.000 |
|                    |                 | Switzerland     | .0022                 | .12812     | 1.000 |
| Turkey             | .0616           | .12470          | 1.000                 |            |       |
| Venezuela          | .0561           | .12771          | 1.000                 |            |       |
|                    | India           | America         | -.1879                | .09401     | 1.000 |
|                    |                 | Argentina       | -.2828                | .13001     | 1.000 |
|                    |                 | Australia       | -.1135                | .16350     | 1.000 |
|                    |                 | Brazil          | -.1553                | .10616     | 1.000 |
|                    |                 | GB              | .0781                 | .10289     | 1.000 |
|                    |                 | Canada          | .0633                 | .13949     | 1.000 |
|                    |                 | China           | .0671                 | .15920     | 1.000 |
|                    |                 | Netherlands     | -.1395                | .11428     | 1.000 |
|                    |                 | Philippines     | -.0292                | .13177     | 1.000 |
|                    |                 | France          | -.0672                | .12338     | 1.000 |
|                    |                 | Germany         | -.1570                | .12691     | 1.000 |
|                    |                 | Indonesia       | .5924                 | .16201     | .922  |
|                    |                 | Japan           | .3075                 | .10965     | .997  |
|                    |                 | Malaysia        | .0043                 | .13475     | 1.000 |
|                    |                 | Mexico          | -.0584                | .13700     | 1.000 |
|                    |                 | Poland          | -.0110                | .12959     | 1.000 |
|                    |                 | Russia          | .1670                 | .14228     | 1.000 |
|                    |                 | Singapore       | .1962                 | .11505     | 1.000 |
|                    |                 | Spain           | -.0797                | .16350     | 1.000 |
|                    |                 | Switzerland     | -.1548                | .12959     | 1.000 |
| Turkey             | -.0953          | .12621          | 1.000                 |            |       |
| Venezuela          | -.1009          | .12918          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 03 Integrity       | Indonesia       | America         | -.7803                | .13638     | .067   |       |
|                    |                 | Argentina       | -.8752                | .16329     | .154   |       |
|                    |                 | Australia       | -.7059                | .19103     | .913   |       |
|                    |                 | Brazil          | -.7477                | .14502     | .228   |       |
|                    |                 | GB              | -.5143                | .14264     | .933   |       |
|                    |                 | Canada          | -.5291                | .17093     | .990   |       |
|                    |                 | China           | -.5253                | .18737     | .997   |       |
|                    |                 | Netherlands     | -.7319                | .15107     | .376   |       |
|                    |                 | Philippines     | -.6216                | .16470     | .892   |       |
|                    |                 | France          | -.6596                | .15806     | .740   |       |
|                    |                 | Germany         | -.7494                | .16083     | .478   |       |
|                    |                 | India           | -.5924                | .16201     | .922   |       |
|                    |                 | Japan           | -.2849                | .14759     | 1.000  |       |
|                    |                 | Malaysia        | -.5881                | .16709     | .948   |       |
|                    |                 | Mexico          | -.6508                | .16890     | .868   |       |
|                    |                 | Poland          | -.6035                | .16296     | .911   |       |
|                    |                 | Russia          | -.4254                | .17322     | 1.000  |       |
|                    |                 | Singapore       | -.3962                | .15165     | .999   |       |
|                    |                 | Spain           | -.6721                | .19103     | .949   |       |
|                    | Switzerland     | -.7472          | .16296                | .519       |        |       |
|                    | Turkey          | -.6878          | .16028                | .681       |        |       |
|                    | Venezuela       | -.6933          | .16263                | .695       |        |       |
|                    |                 | Japan           | America               | -.4954*    | .06615 | .000  |
|                    |                 |                 | Argentina             | -.5904     | .11153 | .176  |
|                    |                 |                 | Australia             | -.4210     | .14923 | .997  |
|                    |                 |                 | Brazil                | -.4628     | .08250 | .088  |
|                    |                 |                 | GB                    | -.2294     | .07825 | .995  |
|                    |                 |                 | Canada                | -.2442     | .12245 | 1.000 |
|                    |                 |                 | China                 | -.2404     | .14451 | 1.000 |
|                    | Netherlands     |                 | -.4470                | .09272     | .389   |       |
|                    | Philippines     |                 | -.3367                | .11358     | .994   |       |
|                    | France          |                 | -.3747                | .10373     | .931   |       |
|                    | Germany         | -.4645          | .10790                | .674       |        |       |
|                    | India           | -.3075          | .10965                | .997       |        |       |
|                    | Indonesia       | .2849           | .14759                | 1.000      |        |       |
|                    | Malaysia        | -.3032          | .11702                | .999       |        |       |
|                    | Mexico          | -.3659          | .11960                | .991       |        |       |
|                    | Poland          | -.3186          | .11105                | .996       |        |       |
|                    | Russia          | -.1405          | .12563                | 1.000      |        |       |
|                    | Singapore       | -.1113          | .09367                | 1.000      |        |       |
|                    | Spain           | -.3872          | .14923                | .999       |        |       |
|                    | Switzerland     | -.4623          | .11105                | .744       |        |       |
|                    | Turkey          | -.4029          | .10708                | .895       |        |       |
|                    | Venezuela       | -.4084          | .11057                | .913       |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 03 Integrity       | Malaysia        | America         | -.1922                | .10252     | 1.000  |       |
|                    |                 | Argentina       | -.2871                | .13629     | 1.000  |       |
|                    |                 | Australia       | -.1178                | .16854     | 1.000  |       |
|                    |                 | Brazil          | -.1596                | .11376     | 1.000  |       |
|                    |                 | GB              | .0738                 | .11072     | 1.000  |       |
|                    |                 | Canada          | .0590                 | .14536     | 1.000  |       |
|                    |                 | China           | .0628                 | .16437     | 1.000  |       |
|                    |                 | Netherlands     | -.1438                | .12138     | 1.000  |       |
|                    |                 | Philippines     | -.0335                | .13797     | 1.000  |       |
|                    |                 | France          | -.0715                | .12998     | 1.000  |       |
|                    |                 | Germany         | -.1613                | .13334     | 1.000  |       |
|                    |                 | India           | -.0043                | .13475     | 1.000  |       |
|                    |                 | Indonesia       | .5881                 | .16709     | .948   |       |
|                    |                 | Japan           | .3032                 | .11702     | .999   |       |
|                    |                 | Mexico          | -.0627                | .14297     | 1.000  |       |
|                    |                 | Poland          | -.0154                | .13589     | 1.000  |       |
|                    |                 | Russia          | .1627                 | .14804     | 1.000  |       |
|                    |                 | Singapore       | .1919                 | .12210     | 1.000  |       |
|                    |                 | Spain           | -.0840                | .16854     | 1.000  |       |
|                    |                 | Switzerland     | -.1591                | .13589     | 1.000  |       |
|                    | Turkey          | -.0997          | .13267                | 1.000      |        |       |
|                    | Venezuela       | -.1052          | .13550                | 1.000      |        |       |
|                    |                 | Mexico          | America               | -.1295     | .10546 | 1.000 |
|                    |                 |                 | Argentina             | -.2244     | .13851 | 1.000 |
|                    |                 |                 | Australia             | -.0551     | .17034 | 1.000 |
|                    |                 |                 | Brazil                | -.0969     | .11641 | 1.000 |
|                    |                 |                 | GB                    | .1365      | .11344 | 1.000 |
|                    |                 |                 | Canada                | .1217      | .14745 | 1.000 |
|                    |                 |                 | China                 | .1255      | .16622 | 1.000 |
|                    |                 |                 | Netherlands           | -.0811     | .12387 | 1.000 |
|                    |                 |                 | Philippines           | .0292      | .14017 | 1.000 |
|                    |                 |                 | France                | -.0088     | .13231 | 1.000 |
|                    | Germany         |                 | -.0986                | .13560     | 1.000  |       |
|                    | India           |                 | .0584                 | .13700     | 1.000  |       |
|                    | Indonesia       | .6508           | .16890                | .868       |        |       |
|                    | Japan           | .3659           | .11960                | .991       |        |       |
|                    | Malaysia        | .0627           | .14297                | 1.000      |        |       |
|                    | Poland          | .0474           | .13812                | 1.000      |        |       |
|                    | Russia          | .2254           | .15009                | 1.000      |        |       |
|                    | Singapore       | .2546           | .12457                | 1.000      |        |       |
|                    | Spain           | -.0213          | .17034                | 1.000      |        |       |
|                    | Switzerland     | -.0964          | .13812                | 1.000      |        |       |
|                    | Turkey          | -.0369          | .13495                | 1.000      |        |       |
|                    | Venezuela       | -.0425          | .13774                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | Poland          | America         | -.1769                | .09564     | 1.000 |
|                    |                 | Argentina       | -.2718                | .13119     | 1.000 |
|                    |                 | Australia       | -.1024                | .16444     | 1.000 |
|                    |                 | Brazil          | -.1443                | .10760     | 1.000 |
|                    |                 | GB              | .0892                 | .10438     | 1.000 |
|                    |                 | Canada          | .0743                 | .14059     | 1.000 |
|                    |                 | China           | .0781                 | .16017     | 1.000 |
|                    |                 | Netherlands     | -.1285                | .11563     | 1.000 |
|                    |                 | Philippines     | -.0181                | .13294     | 1.000 |
|                    |                 | France          | -.0562                | .12463     | 1.000 |
|                    |                 | Germany         | -.1459                | .12812     | 1.000 |
|                    |                 | India           | .0110                 | .12959     | 1.000 |
|                    |                 | Indonesia       | .6035                 | .16296     | .911  |
|                    |                 | Japan           | .3186                 | .11105     | .996  |
|                    |                 | Malaysia        | .0154                 | .13589     | 1.000 |
|                    |                 | Mexico          | -.0474                | .13812     | 1.000 |
|                    |                 | Russia          | .1780                 | .14337     | 1.000 |
|                    |                 | Singapore       | .2073                 | .11638     | 1.000 |
|                    |                 | Spain           | -.0687                | .16444     | 1.000 |
|                    |                 | Switzerland     | -.1437                | .13078     | 1.000 |
| Turkey             | -.0843          | .12743          | 1.000                 |            |       |
| Venezuela          | -.0899          | .13038          | 1.000                 |            |       |
|                    | Russia          | America         | -.3549                | .11224     | .986  |
|                    |                 | Argentina       | -.4498                | .14374     | .988  |
|                    |                 | Australia       | -.2805                | .17462     | 1.000 |
|                    |                 | Brazil          | -.3223                | .12259     | .999  |
|                    |                 | GB              | -.0888                | .11977     | 1.000 |
|                    |                 | Canada          | -.1037                | .15237     | 1.000 |
|                    |                 | China           | -.0999                | .17060     | 1.000 |
|                    |                 | Netherlands     | -.3065                | .12969     | 1.000 |
|                    |                 | Philippines     | -.1961                | .14534     | 1.000 |
|                    |                 | France          | -.2342                | .13778     | 1.000 |
|                    |                 | Germany         | -.3240                | .14095     | 1.000 |
|                    |                 | India           | -.1670                | .14228     | 1.000 |
|                    |                 | Indonesia       | .4254                 | .17322     | 1.000 |
|                    |                 | Japan           | .1405                 | .12563     | 1.000 |
|                    |                 | Malaysia        | -.1627                | .14804     | 1.000 |
|                    |                 | Mexico          | -.2254                | .15009     | 1.000 |
|                    |                 | Poland          | -.1780                | .14337     | 1.000 |
|                    |                 | Singapore       | .0293                 | .13037     | 1.000 |
|                    |                 | Spain           | -.2467                | .17462     | 1.000 |
|                    |                 | Switzerland     | -.3218                | .14337     | 1.000 |
| Turkey             | -.2623          | .14032          | 1.000                 |            |       |
| Venezuela          | -.2679          | .14300          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 03 Integrity       | Singapore       | America         | -.3841                | .07476     | .236   |       |
|                    |                 | Argentina       | -.4791                | .11685     | .773   |       |
|                    |                 | Australia       | -.3097                | .15324     | 1.000  |       |
|                    |                 | Brazil          | -.3516                | .08956     | .844   |       |
|                    |                 | GB              | -.1181                | .08565     | 1.000  |       |
|                    |                 | Canada          | -.1329                | .12731     | 1.000  |       |
|                    |                 | China           | -.1292                | .14865     | 1.000  |       |
|                    |                 | Netherlands     | -.3358                | .09905     | .967   |       |
|                    |                 | Philippines     | -.2254                | .11881     | 1.000  |       |
|                    |                 | France          | -.2635                | .10943     | 1.000  |       |
|                    |                 | Germany         | -.3532                | .11339     | .989   |       |
|                    |                 | India           | -.1962                | .11505     | 1.000  |       |
|                    |                 | Indonesia       | .3962                 | .15165     | .999   |       |
|                    |                 | Japan           | .1113                 | .09367     | 1.000  |       |
|                    |                 | Malaysia        | -.1919                | .12210     | 1.000  |       |
|                    |                 | Mexico          | -.2546                | .12457     | 1.000  |       |
|                    |                 | Poland          | -.2073                | .11638     | 1.000  |       |
|                    |                 | Russia          | -.0293                | .13037     | 1.000  |       |
|                    |                 | Spain           | -.2759                | .15324     | 1.000  |       |
|                    |                 | Switzerland     | -.3510                | .11638     | .993   |       |
|                    | Turkey          | -.2916          | .11261                | .999       |        |       |
|                    | Venezuela       | -.2971          | .11593                | .999       |        |       |
|                    |                 | Spain           | America               | -.1082     | .13815 | 1.000 |
|                    |                 |                 | Argentina             | -.2031     | .16477 | 1.000 |
|                    |                 |                 | Australia             | -.0338     | .19230 | 1.000 |
|                    |                 |                 | Brazil                | -.0756     | .14669 | 1.000 |
|                    |                 |                 | GB                    | .1578      | .14434 | 1.000 |
|                    |                 |                 | Canada                | .1430      | .17235 | 1.000 |
|                    |                 |                 | China                 | .1468      | .18866 | 1.000 |
|                    |                 |                 | Netherlands           | -.0598     | .15267 | 1.000 |
|                    |                 |                 | Philippines           | .0505      | .16617 | 1.000 |
|                    |                 |                 | France                | .0125      | .15960 | 1.000 |
|                    | Germany         |                 | -.0773                | .16234     | 1.000  |       |
|                    | India           |                 | .0797                 | .16350     | 1.000  |       |
|                    | Indonesia       | .6721           | .19103                | .949       |        |       |
|                    | Japan           | .3872           | .14923                | .999       |        |       |
|                    | Malaysia        | .0840           | .16854                | 1.000      |        |       |
|                    | Mexico          | .0213           | .17034                | 1.000      |        |       |
|                    | Poland          | .0687           | .16444                | 1.000      |        |       |
|                    | Russia          | .2467           | .17462                | 1.000      |        |       |
|                    | Singapore       | .2759           | .15324                | 1.000      |        |       |
|                    | Switzerland     | -.0751          | .16444                | 1.000      |        |       |
|                    | Turkey          | -.0156          | .16179                | 1.000      |        |       |
|                    | Venezuela       | -.0212          | .16412                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity       | Switzerland     | America         | -.0331                | .09564     | 1.000 |
|                    |                 | Argentina       | -.1280                | .13119     | 1.000 |
|                    |                 | Australia       | .0413                 | .16444     | 1.000 |
|                    |                 | Brazil          | -.0005                | .10760     | 1.000 |
|                    |                 | GB              | .2329                 | .10438     | 1.000 |
|                    |                 | Canada          | .2181                 | .14059     | 1.000 |
|                    |                 | China           | .2219                 | .16017     | 1.000 |
|                    |                 | Netherlands     | .0153                 | .11563     | 1.000 |
|                    |                 | Philippines     | .1256                 | .13294     | 1.000 |
|                    |                 | France          | .0876                 | .12463     | 1.000 |
|                    |                 | Germany         | -.0022                | .12812     | 1.000 |
|                    |                 | India           | .1548                 | .12959     | 1.000 |
|                    |                 | Indonesia       | .7472                 | .16296     | .519  |
|                    |                 | Japan           | .4623                 | .11105     | .744  |
|                    |                 | Malaysia        | .1591                 | .13589     | 1.000 |
|                    |                 | Mexico          | .0964                 | .13812     | 1.000 |
|                    |                 | Poland          | .1437                 | .13078     | 1.000 |
|                    |                 | Russia          | .3218                 | .14337     | 1.000 |
|                    |                 | Singapore       | .3510                 | .11638     | .993  |
|                    |                 | Spain           | .0751                 | .16444     | 1.000 |
| Turkey             | .0594           | .12743          | 1.000                 |            |       |
| Venezuela          | .0539           | .13038          | 1.000                 |            |       |
|                    | Turkey          | America         | -.0926                | .09101     | 1.000 |
|                    |                 | Argentina       | -.1875                | .12785     | 1.000 |
|                    |                 | Australia       | -.0181                | .16179     | 1.000 |
|                    |                 | Brazil          | -.0600                | .10351     | 1.000 |
|                    |                 | GB              | .1735                 | .10015     | 1.000 |
|                    |                 | Canada          | .1586                 | .13749     | 1.000 |
|                    |                 | China           | .1624                 | .15745     | 1.000 |
|                    |                 | Netherlands     | -.0442                | .11182     | 1.000 |
|                    |                 | Philippines     | .0662                 | .12965     | 1.000 |
|                    |                 | France          | .0281                 | .12111     | 1.000 |
|                    |                 | Germany         | -.0616                | .12470     | 1.000 |
|                    |                 | India           | .0953                 | .12621     | 1.000 |
|                    |                 | Indonesia       | .6878                 | .16028     | .681  |
|                    |                 | Japan           | .4029                 | .10708     | .895  |
|                    |                 | Malaysia        | .0997                 | .13267     | 1.000 |
|                    |                 | Mexico          | .0369                 | .13495     | 1.000 |
|                    |                 | Poland          | .0843                 | .12743     | 1.000 |
|                    |                 | Russia          | .2623                 | .14032     | 1.000 |
|                    |                 | Singapore       | .2916                 | .11261     | .999  |
|                    |                 | Spain           | .0156                 | .16179     | 1.000 |
| Switzerland        | -.0594          | .12743          | 1.000                 |            |       |
| Venezuela          | -.0055          | .12702          | 1.000                 |            |       |



### Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 03 Integrity           | Venezuela       | America         | -.0870                | .09509     | 1.000 |
|                        |                 | Argentina       | -.1819                | .13079     | 1.000 |
|                        |                 | Australia       | -.0126                | .16412     | 1.000 |
|                        |                 | Brazil          | -.0544                | .10711     | 1.000 |
|                        |                 | GB              | .1790                 | .10387     | 1.000 |
|                        |                 | Canada          | .1642                 | .14022     | 1.000 |
|                        |                 | China           | .1680                 | .15984     | 1.000 |
|                        |                 | Netherlands     | -.0386                | .11517     | 1.000 |
|                        |                 | Philippines     | .0717                 | .13254     | 1.000 |
|                        |                 | France          | .0337                 | .12421     | 1.000 |
|                        |                 | Germany         | -.0561                | .12771     | 1.000 |
|                        |                 | India           | .1009                 | .12918     | 1.000 |
|                        |                 | Indonesia       | .6933                 | .16263     | .695  |
|                        |                 | Japan           | .4084                 | .11057     | .913  |
|                        |                 | Malaysia        | .1052                 | .13550     | 1.000 |
|                        |                 | Mexico          | .0425                 | .13774     | 1.000 |
|                        |                 | Poland          | .0899                 | .13038     | 1.000 |
|                        |                 | Russia          | .2679                 | .14300     | 1.000 |
|                        |                 | Singapore       | .2971                 | .11593     | .999  |
|                        |                 | Spain           | .0212                 | .16412     | 1.000 |
| Switzerland            | -.0539          | .13038          | 1.000                 |            |       |
| Turkey                 | .0055           | .12702          | 1.000                 |            |       |
| 04 Perform Orientation | America         | Argentina       | .0112                 | .08560     | 1.000 |
|                        |                 | Australia       | .0965                 | .12292     | 1.000 |
|                        |                 | Brazil          | .1654                 | .05355     | .990  |
|                        |                 | GB              | .2179                 | .04823     | .558  |
|                        |                 | Canada          | .0041                 | .09670     | 1.000 |
|                        |                 | China           | .2617                 | .11837     | 1.000 |
|                        |                 | Netherlands     | .2728                 | .06546     | .742  |
|                        |                 | Philippines     | .0692                 | .08771     | 1.000 |
|                        |                 | France          | .2482                 | .07745     | .984  |
|                        |                 | Germany         | .0866                 | .08183     | 1.000 |
|                        |                 | India           | .1155                 | .08365     | 1.000 |
|                        |                 | Indonesia       | .3979                 | .12134     | .978  |
|                        |                 | Japan           | .7246*                | .05885     | .000  |
|                        |                 | Malaysia        | .1652                 | .09122     | 1.000 |
|                        |                 | Mexico          | .3377                 | .09383     | .934  |
|                        |                 | Poland          | .2055                 | .08510     | 1.000 |
|                        |                 | Russia          | .1720                 | .09986     | 1.000 |
|                        |                 | Singapore       | .3339                 | .06652     | .289  |
|                        |                 | Spain           | .2789                 | .12292     | 1.000 |
|                        |                 | Switzerland     | .2305                 | .08510     | .999  |
| Turkey                 | .2178           | .08097          | .999                  |            |       |
| Venezuela              | -.0156          | .08460          | 1.000                 |            |       |

Note: This report is 486 pages. If you want a copy of all pages, please contact Dave McKie and the report can be emailed to you.

\*. The mean difference is significant at the .05 level

Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Argentina       | America         | -.0112                | .08560     | 1.000 |
|                        |                 | Australia       | .0853                 | .14660     | 1.000 |
|                        |                 | Brazil          | .1541                 | .09619     | 1.000 |
|                        |                 | GB              | .2066                 | .09333     | 1.000 |
|                        |                 | Canada          | -.0071                | .12543     | 1.000 |
|                        |                 | China           | .2505                 | .14281     | 1.000 |
|                        |                 | Netherlands     | .2616                 | .10329     | .999  |
|                        |                 | Philippines     | .0580                 | .11864     | 1.000 |
|                        |                 | France          | .2370                 | .11127     | 1.000 |
|                        |                 | Germany         | .0753                 | .11437     | 1.000 |
|                        |                 | India           | .1042                 | .11567     | 1.000 |
|                        |                 | Indonesia       | .3867                 | .14528     | .999  |
|                        |                 | Japan           | .7134*                | .09923     | .000  |
|                        |                 | Malaysia        | .1539                 | .12126     | 1.000 |
|                        |                 | Mexico          | .3264                 | .12324     | .999  |
|                        |                 | Poland          | .1942                 | .11673     | 1.000 |
|                        |                 | Russia          | .1608                 | .12789     | 1.000 |
|                        |                 | Singapore       | .3226                 | .10396     | .989  |
|                        |                 | Spain           | .2677                 | .14660     | 1.000 |
|                        |                 | Switzerland     | .2192                 | .11673     | 1.000 |
| Turkey                 | .2065           | .11376          | 1.000                 |            |       |
| Venezuela              | -.0268          | .11637          | 1.000                 |            |       |
|                        | Australia       | America         | -.0965                | .12292     | 1.000 |
|                        |                 | Argentina       | -.0853                | .14660     | 1.000 |
|                        |                 | Brazil          | .0689                 | .13051     | 1.000 |
|                        |                 | GB              | .1214                 | .12842     | 1.000 |
|                        |                 | Canada          | -.0924                | .15335     | 1.000 |
|                        |                 | China           | .1652                 | .16786     | 1.000 |
|                        |                 | Netherlands     | .1763                 | .13583     | 1.000 |
|                        |                 | Philippines     | -.0273                | .14784     | 1.000 |
|                        |                 | France          | .1517                 | .14200     | 1.000 |
|                        |                 | Germany         | -.0099                | .14444     | 1.000 |
|                        |                 | India           | .0190                 | .14547     | 1.000 |
|                        |                 | Indonesia       | .3014                 | .16997     | 1.000 |
|                        |                 | Japan           | .6281                 | .13277     | .438  |
|                        |                 | Malaysia        | .0686                 | .14995     | 1.000 |
|                        |                 | Mexico          | .2412                 | .15155     | 1.000 |
|                        |                 | Poland          | .1090                 | .14631     | 1.000 |
|                        |                 | Russia          | .0755                 | .15536     | 1.000 |
|                        |                 | Singapore       | .2374                 | .13635     | 1.000 |
|                        |                 | Spain           | .1824                 | .17110     | 1.000 |
|                        |                 | Switzerland     | .1340                 | .14631     | 1.000 |
| Turkey                 | .1212           | .14395          | 1.000                 |            |       |
| Venezuela              | -.1121          | .14602          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Brazil          | America         | -.1654                | .05355     | .990  |
|                        |                 | Argentina       | -.1541                | .09619     | 1.000 |
|                        |                 | Australia       | -.0689                | .13051     | 1.000 |
|                        |                 | GB              | .0525                 | .06520     | 1.000 |
|                        |                 | Canada          | -.1612                | .10618     | 1.000 |
|                        |                 | China           | .0963                 | .12624     | 1.000 |
|                        |                 | Netherlands     | .1074                 | .07880     | 1.000 |
|                        |                 | Philippines     | -.0962                | .09807     | 1.000 |
|                        |                 | France          | .0828                 | .08901     | 1.000 |
|                        |                 | Germany         | -.0788                | .09285     | 1.000 |
|                        |                 | India           | -.0499                | .09445     | 1.000 |
|                        |                 | Indonesia       | .2325                 | .12903     | 1.000 |
|                        |                 | Japan           | .5593*                | .07341     | .000  |
|                        |                 | Malaysia        | -.0002                | .10122     | 1.000 |
|                        |                 | Mexico          | .1723                 | .10358     | 1.000 |
|                        |                 | Poland          | .0401                 | .09574     | 1.000 |
|                        |                 | Russia          | .0067                 | .10908     | 1.000 |
|                        |                 | Singapore       | .1685                 | .07968     | 1.000 |
|                        |                 | Spain           | .1136                 | .13051     | 1.000 |
|                        |                 | Switzerland     | .0651                 | .09574     | 1.000 |
| Turkey                 | .0524           | .09209          | 1.000                 |            |       |
| Venezuela              | -.1810          | .09530          | 1.000                 |            |       |
|                        | GB              | America         | -.2179                | .04823     | .558  |
|                        |                 | Argentina       | -.2066                | .09333     | 1.000 |
|                        |                 | Australia       | -.1214                | .12842     | 1.000 |
|                        |                 | Brazil          | -.0525                | .06520     | 1.000 |
|                        |                 | Canada          | -.2137                | .10360     | 1.000 |
|                        |                 | China           | .0438                 | .12407     | 1.000 |
|                        |                 | Netherlands     | .0549                 | .07529     | 1.000 |
|                        |                 | Philippines     | -.1487                | .09527     | 1.000 |
|                        |                 | France          | .0303                 | .08591     | 1.000 |
|                        |                 | Germany         | -.1313                | .08989     | 1.000 |
|                        |                 | India           | -.1024                | .09154     | 1.000 |
|                        |                 | Indonesia       | .1800                 | .12691     | 1.000 |
|                        |                 | Japan           | .5067*                | .06962     | .000  |
|                        |                 | Malaysia        | -.0527                | .09851     | 1.000 |
|                        |                 | Mexico          | .1198                 | .10093     | 1.000 |
|                        |                 | Poland          | -.0124                | .09287     | 1.000 |
|                        |                 | Russia          | -.0459                | .10656     | 1.000 |
|                        |                 | Singapore       | .1160                 | .07621     | 1.000 |
|                        |                 | Spain           | .0611                 | .12842     | 1.000 |
|                        |                 | Switzerland     | .0126                 | .09287     | 1.000 |
| Turkey                 | -.0001          | .08911          | 1.000                 |            |       |
| Venezuela              | -.2335          | .09242          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Canada          | America         | -.0041                | .09670     | 1.000 |
|                        |                 | Argentina       | .0071                 | .12543     | 1.000 |
|                        |                 | Australia       | .0924                 | .15335     | 1.000 |
|                        |                 | Brazil          | .1612                 | .10618     | 1.000 |
|                        |                 | GB              | .2137                 | .10360     | 1.000 |
|                        |                 | China           | .2576                 | .14972     | 1.000 |
|                        |                 | Netherlands     | .2687                 | .11266     | 1.000 |
|                        |                 | Philippines     | .0651                 | .12688     | 1.000 |
|                        |                 | France          | .2441                 | .12002     | 1.000 |
|                        |                 | Germany         | .0824                 | .12289     | 1.000 |
|                        |                 | India           | .1113                 | .12411     | 1.000 |
|                        |                 | Indonesia       | .3938                 | .15209     | .999  |
|                        |                 | Japan           | .7205*                | .10895     | .004  |
|                        |                 | Malaysia        | .1610                 | .12933     | 1.000 |
|                        |                 | Mexico          | .3335                 | .13119     | .999  |
|                        |                 | Poland          | .2013                 | .12509     | 1.000 |
|                        |                 | Russia          | .1679                 | .13557     | 1.000 |
|                        |                 | Singapore       | .3298                 | .11328     | .996  |
|                        |                 | Spain           | .2748                 | .15335     | 1.000 |
|                        |                 | Switzerland     | .2263                 | .12509     | 1.000 |
| Turkey                 | .2136           | .12232          | 1.000                 |            |       |
| Venezuela              | -.0197          | .12476          | 1.000                 |            |       |
|                        | China           | America         | -.2617                | .11837     | 1.000 |
|                        |                 | Argentina       | -.2505                | .14281     | 1.000 |
|                        |                 | Australia       | -.1652                | .16786     | 1.000 |
|                        |                 | Brazil          | -.0963                | .12624     | 1.000 |
|                        |                 | GB              | -.0438                | .12407     | 1.000 |
|                        |                 | Canada          | -.2576                | .14972     | 1.000 |
|                        |                 | Netherlands     | .0111                 | .13173     | 1.000 |
|                        |                 | Philippines     | -.1925                | .14408     | 1.000 |
|                        |                 | France          | -.0135                | .13808     | 1.000 |
|                        |                 | Germany         | -.1751                | .14059     | 1.000 |
|                        |                 | India           | -.1462                | .14165     | 1.000 |
|                        |                 | Indonesia       | .1362                 | .16671     | 1.000 |
|                        |                 | Japan           | .4629                 | .12857     | .934  |
|                        |                 | Malaysia        | -.0966                | .14625     | 1.000 |
|                        |                 | Mexico          | .0760                 | .14789     | 1.000 |
|                        |                 | Poland          | -.0563                | .14251     | 1.000 |
|                        |                 | Russia          | -.0897                | .15179     | 1.000 |
|                        |                 | Singapore       | .0722                 | .13226     | 1.000 |
|                        |                 | Spain           | .0172                 | .16786     | 1.000 |
|                        |                 | Switzerland     | -.0313                | .14251     | 1.000 |
| Turkey                 | -.0440          | .14009          | 1.000                 |            |       |
| Venezuela              | -.2773          | .14222          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Netherlands     | America         | -.2728                | .06546     | .742  |
|                        |                 | Argentina       | -.2616                | .10329     | .999  |
|                        |                 | Australia       | -.1763                | .13583     | 1.000 |
|                        |                 | Brazil          | -.1074                | .07880     | 1.000 |
|                        |                 | GB              | -.0549                | .07529     | 1.000 |
|                        |                 | Canada          | -.2687                | .11266     | 1.000 |
|                        |                 | China           | -.0111                | .13173     | 1.000 |
|                        |                 | Philippines     | -.2036                | .10505     | 1.000 |
|                        |                 | France          | -.0246                | .09664     | 1.000 |
|                        |                 | Germany         | -.1862                | .10019     | 1.000 |
|                        |                 | India           | -.1573                | .10168     | 1.000 |
|                        |                 | Indonesia       | .1251                 | .13441     | 1.000 |
|                        |                 | Japan           | .4518                 | .08250     | .120  |
|                        |                 | Malaysia        | -.1076                | .10799     | 1.000 |
|                        |                 | Mexico          | .0649                 | .11021     | 1.000 |
|                        |                 | Poland          | -.0673                | .10288     | 1.000 |
|                        |                 | Russia          | -.1008                | .11539     | 1.000 |
|                        |                 | Singapore       | .0611                 | .08813     | 1.000 |
|                        |                 | Spain           | .0061                 | .13583     | 1.000 |
|                        |                 | Switzerland     | -.0423                | .10288     | 1.000 |
| Turkey                 | -.0551          | .09949          | 1.000                 |            |       |
| Venezuela              | -.2884          | .10247          | .997                  |            |       |
|                        | Philippines     | America         | -.0692                | .08771     | 1.000 |
|                        |                 | Argentina       | -.0580                | .11864     | 1.000 |
|                        |                 | Australia       | .0273                 | .14784     | 1.000 |
|                        |                 | Brazil          | .0962                 | .09807     | 1.000 |
|                        |                 | GB              | .1487                 | .09527     | 1.000 |
|                        |                 | Canada          | -.0651                | .12688     | 1.000 |
|                        |                 | China           | .1925                 | .14408     | 1.000 |
|                        |                 | Netherlands     | .2036                 | .10505     | 1.000 |
|                        |                 | France          | .1790                 | .11290     | 1.000 |
|                        |                 | Germany         | .0174                 | .11596     | 1.000 |
|                        |                 | India           | .0463                 | .11724     | 1.000 |
|                        |                 | Indonesia       | .3287                 | .14654     | 1.000 |
|                        |                 | Japan           | .6554*                | .10106     | .006  |
|                        |                 | Malaysia        | .0959                 | .12276     | 1.000 |
|                        |                 | Mexico          | .2685                 | .12471     | 1.000 |
|                        |                 | Poland          | .1363                 | .11828     | 1.000 |
|                        |                 | Russia          | .1028                 | .12931     | 1.000 |
|                        |                 | Singapore       | .2647                 | .10571     | 1.000 |
|                        |                 | Spain           | .2097                 | .14784     | 1.000 |
|                        |                 | Switzerland     | .1613                 | .11828     | 1.000 |
| Turkey                 | .1485           | .11535          | 1.000                 |            |       |
| Venezuela              | -.0848          | .11793          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | France          | America         | -.2482                | .07745     | .984  |
|                        |                 | Argentina       | -.2370                | .11127     | 1.000 |
|                        |                 | Australia       | -.1517                | .14200     | 1.000 |
|                        |                 | Brazil          | -.0828                | .08901     | 1.000 |
|                        |                 | GB              | -.0303                | .08591     | 1.000 |
|                        |                 | Canada          | -.2441                | .12002     | 1.000 |
|                        |                 | China           | .0135                 | .13808     | 1.000 |
|                        |                 | Netherlands     | .0246                 | .09664     | 1.000 |
|                        |                 | Philippines     | -.1790                | .11290     | 1.000 |
|                        |                 | Germany         | -.1616                | .10840     | 1.000 |
|                        |                 | India           | -.1327                | .10978     | 1.000 |
|                        |                 | Indonesia       | .1497                 | .14063     | 1.000 |
|                        |                 | Japan           | .4764                 | .09229     | .226  |
|                        |                 | Malaysia        | -.0830                | .11565     | 1.000 |
|                        |                 | Mexico          | .0895                 | .11772     | 1.000 |
|                        |                 | Poland          | -.0427                | .11089     | 1.000 |
|                        |                 | Russia          | -.0762                | .12259     | 1.000 |
|                        |                 | Singapore       | .0857                 | .09736     | 1.000 |
|                        |                 | Spain           | .0308                 | .14200     | 1.000 |
|                        |                 | Switzerland     | -.0177                | .11089     | 1.000 |
| Turkey                 | -.0304          | .10776          | 1.000                 |            |       |
| Venezuela              | -.2638          | .11051          | 1.000                 |            |       |
|                        | Germany         | America         | -.0866                | .08183     | 1.000 |
|                        |                 | Argentina       | -.0753                | .11437     | 1.000 |
|                        |                 | Australia       | .0099                 | .14444     | 1.000 |
|                        |                 | Brazil          | .0788                 | .09285     | 1.000 |
|                        |                 | GB              | .1313                 | .08989     | 1.000 |
|                        |                 | Canada          | -.0824                | .12289     | 1.000 |
|                        |                 | China           | .1751                 | .14059     | 1.000 |
|                        |                 | Netherlands     | .1862                 | .10019     | 1.000 |
|                        |                 | Philippines     | -.0174                | .11596     | 1.000 |
|                        |                 | France          | .1616                 | .10840     | 1.000 |
|                        |                 | India           | .0289                 | .11292     | 1.000 |
|                        |                 | Indonesia       | .3113                 | .14310     | 1.000 |
|                        |                 | Japan           | .6381*                | .09601     | .004  |
|                        |                 | Malaysia        | .0786                 | .11863     | 1.000 |
|                        |                 | Mexico          | .2511                 | .12065     | 1.000 |
|                        |                 | Poland          | .1189                 | .11399     | 1.000 |
|                        |                 | Russia          | .0855                 | .12540     | 1.000 |
|                        |                 | Singapore       | .2473                 | .10089     | 1.000 |
|                        |                 | Spain           | .1924                 | .14444     | 1.000 |
|                        |                 | Switzerland     | .1439                 | .11399     | 1.000 |
| Turkey                 | .1312           | .11095          | 1.000                 |            |       |
| Venezuela              | -.1022          | .11363          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | India           | America         | -.1155                | .08365     | 1.000 |
|                        |                 | Argentina       | -.1042                | .11567     | 1.000 |
|                        |                 | Australia       | -.0190                | .14547     | 1.000 |
|                        |                 | Brazil          | .0499                 | .09445     | 1.000 |
|                        |                 | GB              | .1024                 | .09154     | 1.000 |
|                        |                 | Canada          | -.1113                | .12411     | 1.000 |
|                        |                 | China           | .1462                 | .14165     | 1.000 |
|                        |                 | Netherlands     | .1573                 | .10168     | 1.000 |
|                        |                 | Philippines     | -.0463                | .11724     | 1.000 |
|                        |                 | France          | .1327                 | .10978     | 1.000 |
|                        |                 | Germany         | -.0289                | .11292     | 1.000 |
|                        |                 | Indonesia       | .2824                 | .14414     | 1.000 |
|                        |                 | Japan           | .6091*                | .09756     | .015  |
|                        |                 | Malaysia        | .0497                 | .11989     | 1.000 |
|                        |                 | Mexico          | .2222                 | .12189     | 1.000 |
|                        |                 | Poland          | .0900                 | .11530     | 1.000 |
|                        |                 | Russia          | .0565                 | .12659     | 1.000 |
|                        |                 | Singapore       | .2184                 | .10236     | 1.000 |
|                        |                 | Spain           | .1635                 | .14547     | 1.000 |
|                        |                 | Switzerland     | .1150                 | .11530     | 1.000 |
| Turkey                 | .1023           | .11229          | 1.000                 |            |       |
| Venezuela              | -.1311          | .11494          | 1.000                 |            |       |
|                        | Indonesia       | America         | -.3979                | .12134     | .978  |
|                        |                 | Argentina       | -.3867                | .14528     | .999  |
|                        |                 | Australia       | -.3014                | .16997     | 1.000 |
|                        |                 | Brazil          | -.2325                | .12903     | 1.000 |
|                        |                 | GB              | -.1800                | .12691     | 1.000 |
|                        |                 | Canada          | -.3938                | .15209     | .999  |
|                        |                 | China           | -.1362                | .16671     | 1.000 |
|                        |                 | Netherlands     | -.1251                | .13441     | 1.000 |
|                        |                 | Philippines     | -.3287                | .14654     | 1.000 |
|                        |                 | France          | -.1497                | .14063     | 1.000 |
|                        |                 | Germany         | -.3113                | .14310     | 1.000 |
|                        |                 | India           | -.2824                | .14414     | 1.000 |
|                        |                 | Japan           | .3267                 | .13132     | 1.000 |
|                        |                 | Malaysia        | -.2327                | .14866     | 1.000 |
|                        |                 | Mexico          | -.0602                | .15028     | 1.000 |
|                        |                 | Poland          | -.1924                | .14499     | 1.000 |
|                        |                 | Russia          | -.2259                | .15412     | 1.000 |
|                        |                 | Singapore       | -.0640                | .13493     | 1.000 |
|                        |                 | Spain           | -.1190                | .16997     | 1.000 |
|                        |                 | Switzerland     | -.1674                | .14499     | 1.000 |
| Turkey                 | -.1801          | .14261          | 1.000                 |            |       |
| Venezuela              | -.4135          | .14470          | .997                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Japan           | America         | -.7246*               | .05885     | .000  |
|                        |                 | Argentina       | -.7134*               | .09923     | .000  |
|                        |                 | Australia       | -.6281                | .13277     | .438  |
|                        |                 | Brazil          | -.5593*               | .07341     | .000  |
|                        |                 | GB              | -.5067*               | .06962     | .000  |
|                        |                 | Canada          | -.7205*               | .10895     | .004  |
|                        |                 | China           | -.4629                | .12857     | .934  |
|                        |                 | Netherlands     | -.4518                | .08250     | .120  |
|                        |                 | Philippines     | -.6554*               | .10106     | .006  |
|                        |                 | France          | -.4764                | .09229     | .226  |
|                        |                 | Germany         | -.6381*               | .09601     | .004  |
|                        |                 | India           | -.6091*               | .09756     | .015  |
|                        |                 | Indonesia       | -.3267                | .13132     | 1.000 |
|                        |                 | Malaysia        | -.5595                | .10412     | .150  |
|                        |                 | Mexico          | -.3870                | .10641     | .926  |
|                        |                 | Poland          | -.5192                | .09880     | .190  |
|                        |                 | Russia          | -.5526                | .11177     | .325  |
|                        |                 | Singapore       | -.3907                | .08334     | .461  |
|                        |                 | Spain           | -.4457                | .13277     | .970  |
|                        |                 | Switzerland     | -.4942                | .09880     | .297  |
| Turkey                 | -.5069          | .09527          | .167                  |            |       |
| Venezuela              | -.7402*         | .09838          | .000                  |            |       |
|                        | Malaysia        | America         | -.1652                | .09122     | 1.000 |
|                        |                 | Argentina       | -.1539                | .12126     | 1.000 |
|                        |                 | Australia       | -.0686                | .14995     | 1.000 |
|                        |                 | Brazil          | .0002                 | .10122     | 1.000 |
|                        |                 | GB              | .0527                 | .09851     | 1.000 |
|                        |                 | Canada          | -.1610                | .12933     | 1.000 |
|                        |                 | China           | .0966                 | .14625     | 1.000 |
|                        |                 | Netherlands     | .1076                 | .10799     | 1.000 |
|                        |                 | Philippines     | -.0959                | .12276     | 1.000 |
|                        |                 | France          | .0830                 | .11565     | 1.000 |
|                        |                 | Germany         | -.0786                | .11863     | 1.000 |
|                        |                 | India           | -.0497                | .11989     | 1.000 |
|                        |                 | Indonesia       | .2327                 | .14866     | 1.000 |
|                        |                 | Japan           | .5595                 | .10412     | .150  |
|                        |                 | Mexico          | .1725                 | .12720     | 1.000 |
|                        |                 | Poland          | .0403                 | .12091     | 1.000 |
|                        |                 | Russia          | .0069                 | .13172     | 1.000 |
|                        |                 | Singapore       | .1687                 | .10864     | 1.000 |
|                        |                 | Spain           | .1138                 | .14995     | 1.000 |
|                        |                 | Switzerland     | .0653                 | .12091     | 1.000 |
| Turkey                 | .0526           | .11804          | 1.000                 |            |       |
| Venezuela              | -.1808          | .12056          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Mexico          | America         | -.3377                | .09383     | .934  |
|                        |                 | Argentina       | -.3264                | .12324     | .999  |
|                        |                 | Australia       | -.2412                | .15155     | 1.000 |
|                        |                 | Brazil          | -.1723                | .10358     | 1.000 |
|                        |                 | GB              | -.1198                | .10093     | 1.000 |
|                        |                 | Canada          | -.3335                | .13119     | .999  |
|                        |                 | China           | -.0760                | .14789     | 1.000 |
|                        |                 | Netherlands     | -.0649                | .11021     | 1.000 |
|                        |                 | Philippines     | -.2685                | .12471     | 1.000 |
|                        |                 | France          | -.0895                | .11772     | 1.000 |
|                        |                 | Germany         | -.2511                | .12065     | 1.000 |
|                        |                 | India           | -.2222                | .12189     | 1.000 |
|                        |                 | Indonesia       | .0602                 | .15028     | 1.000 |
|                        |                 | Japan           | .3870                 | .10641     | .926  |
|                        |                 | Malaysia        | -.1725                | .12720     | 1.000 |
|                        |                 | Poland          | -.1322                | .12289     | 1.000 |
|                        |                 | Russia          | -.1657                | .13354     | 1.000 |
|                        |                 | Singapore       | -.0038                | .11084     | 1.000 |
|                        |                 | Spain           | -.0587                | .15155     | 1.000 |
|                        |                 | Switzerland     | -.1072                | .12289     | 1.000 |
| Turkey                 | -.1199          | .12007          | 1.000                 |            |       |
| Venezuela              | -.3533          | .12255          | .996                  |            |       |
|                        | Poland          | America         | -.2055                | .08510     | 1.000 |
|                        |                 | Argentina       | -.1942                | .11673     | 1.000 |
|                        |                 | Australia       | -.1090                | .14631     | 1.000 |
|                        |                 | Brazil          | -.0401                | .09574     | 1.000 |
|                        |                 | GB              | .0124                 | .09287     | 1.000 |
|                        |                 | Canada          | -.2013                | .12509     | 1.000 |
|                        |                 | China           | .0563                 | .14251     | 1.000 |
|                        |                 | Netherlands     | .0673                 | .10288     | 1.000 |
|                        |                 | Philippines     | -.1363                | .11828     | 1.000 |
|                        |                 | France          | .0427                 | .11089     | 1.000 |
|                        |                 | Germany         | -.1189                | .11399     | 1.000 |
|                        |                 | India           | -.0900                | .11530     | 1.000 |
|                        |                 | Indonesia       | .1924                 | .14499     | 1.000 |
|                        |                 | Japan           | .5192                 | .09880     | .190  |
|                        |                 | Malaysia        | -.0403                | .12091     | 1.000 |
|                        |                 | Mexico          | .1322                 | .12289     | 1.000 |
|                        |                 | Russia          | -.0334                | .12756     | 1.000 |
|                        |                 | Singapore       | .1284                 | .10355     | 1.000 |
|                        |                 | Spain           | .0735                 | .14631     | 1.000 |
|                        |                 | Switzerland     | .0250                 | .11636     | 1.000 |
| Turkey                 | .0123           | .11338          | 1.000                 |            |       |
| Venezuela              | -.2211          | .11600          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Russia          | America         | -.1720                | .09986     | 1.000 |
|                        |                 | Argentina       | -.1608                | .12789     | 1.000 |
|                        |                 | Australia       | -.0755                | .15536     | 1.000 |
|                        |                 | Brazil          | -.0067                | .10908     | 1.000 |
|                        |                 | GB              | .0459                 | .10656     | 1.000 |
|                        |                 | Canada          | -.1679                | .13557     | 1.000 |
|                        |                 | China           | .0897                 | .15179     | 1.000 |
|                        |                 | Netherlands     | .1008                 | .11539     | 1.000 |
|                        |                 | Philippines     | -.1028                | .12931     | 1.000 |
|                        |                 | France          | .0762                 | .12259     | 1.000 |
|                        |                 | Germany         | -.0855                | .12540     | 1.000 |
|                        |                 | India           | -.0565                | .12659     | 1.000 |
|                        |                 | Indonesia       | .2259                 | .15412     | 1.000 |
|                        |                 | Japan           | .5526                 | .11177     | .325  |
|                        |                 | Malaysia        | -.0069                | .13172     | 1.000 |
|                        |                 | Mexico          | .1657                 | .13354     | 1.000 |
|                        |                 | Poland          | .0334                 | .12756     | 1.000 |
|                        |                 | Singapore       | .1619                 | .11599     | 1.000 |
|                        |                 | Spain           | .1069                 | .15536     | 1.000 |
|                        |                 | Switzerland     | .0584                 | .12756     | 1.000 |
| Turkey                 | .0457           | .12485          | 1.000                 |            |       |
| Venezuela              | -.1876          | .12723          | 1.000                 |            |       |
| 04 Perform Orientation | Singapore       | America         | -.3339                | .06652     | .289  |
|                        |                 | Argentina       | -.3226                | .10396     | .989  |
|                        |                 | Australia       | -.2374                | .13635     | 1.000 |
|                        |                 | Brazil          | -.1685                | .07968     | 1.000 |
|                        |                 | GB              | -.1160                | .07621     | 1.000 |
|                        |                 | Canada          | -.3298                | .11328     | .996  |
|                        |                 | China           | -.0722                | .13226     | 1.000 |
|                        |                 | Netherlands     | -.0611                | .08813     | 1.000 |
|                        |                 | Philippines     | -.2647                | .10571     | 1.000 |
|                        |                 | France          | -.0857                | .09736     | 1.000 |
|                        |                 | Germany         | -.2473                | .10089     | 1.000 |
|                        |                 | India           | -.2184                | .10236     | 1.000 |
|                        |                 | Indonesia       | .0640                 | .13493     | 1.000 |
|                        |                 | Japan           | .3907                 | .08334     | .461  |
|                        |                 | Malaysia        | -.1687                | .10864     | 1.000 |
|                        |                 | Mexico          | .0038                 | .11084     | 1.000 |
|                        |                 | Poland          | -.1284                | .10355     | 1.000 |
|                        |                 | Russia          | -.1619                | .11599     | 1.000 |
|                        |                 | Spain           | -.0549                | .13635     | 1.000 |
|                        |                 | Switzerland     | -.1034                | .10355     | 1.000 |
| Turkey                 | -.1161          | .10019          | 1.000                 |            |       |
| Venezuela              | -.3495          | .10315          | .967                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|------------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 04 Perform Orientation | Spain           | America         | -.2789                | .12292     | 1.000  |       |
|                        |                 | Argentina       | -.2677                | .14660     | 1.000  |       |
|                        |                 | Australia       | -.1824                | .17110     | 1.000  |       |
|                        |                 | Brazil          | -.1136                | .13051     | 1.000  |       |
|                        |                 | GB              | -.0611                | .12842     | 1.000  |       |
|                        |                 | Canada          | -.2748                | .15335     | 1.000  |       |
|                        |                 | China           | -.0172                | .16786     | 1.000  |       |
|                        |                 | Netherlands     | -.0061                | .13583     | 1.000  |       |
|                        |                 | Philippines     | -.2097                | .14784     | 1.000  |       |
|                        |                 | France          | -.0308                | .14200     | 1.000  |       |
|                        |                 | Germany         | -.1924                | .14444     | 1.000  |       |
|                        |                 | India           | -.1635                | .14547     | 1.000  |       |
|                        |                 | Indonesia       | .1190                 | .16997     | 1.000  |       |
|                        |                 | Japan           | .4457                 | .13277     | .970   |       |
|                        |                 | Malaysia        | -.1138                | .14995     | 1.000  |       |
|                        |                 | Mexico          | .0587                 | .15155     | 1.000  |       |
|                        |                 | Poland          | -.0735                | .14631     | 1.000  |       |
|                        |                 | Russia          | -.1069                | .15536     | 1.000  |       |
|                        |                 | Singapore       | .0549                 | .13635     | 1.000  |       |
|                        |                 | Switzerland     | -.0485                | .14631     | 1.000  |       |
|                        | Turkey          | -.0612          | .14395                | 1.000      |        |       |
|                        | Venezuela       | -.2945          | .14602                | 1.000      |        |       |
|                        |                 | Switzerland     | America               | -.2305     | .08510 | .999  |
|                        |                 |                 | Argentina             | -.2192     | .11673 | 1.000 |
|                        |                 |                 | Australia             | -.1340     | .14631 | 1.000 |
|                        |                 |                 | Brazil                | -.0651     | .09574 | 1.000 |
|                        |                 |                 | GB                    | -.0126     | .09287 | 1.000 |
|                        |                 |                 | Canada                | -.2263     | .12509 | 1.000 |
|                        |                 |                 | China                 | .0313      | .14251 | 1.000 |
|                        | Netherlands     |                 | .0423                 | .10288     | 1.000  |       |
|                        | Philippines     |                 | -.1613                | .11828     | 1.000  |       |
|                        | France          | .0177           | .11089                | 1.000      |        |       |
|                        | Germany         | -.1439          | .11399                | 1.000      |        |       |
|                        | India           | -.1150          | .11530                | 1.000      |        |       |
|                        | Indonesia       | .1674           | .14499                | 1.000      |        |       |
|                        | Japan           | .4942           | .09880                | .297       |        |       |
|                        | Malaysia        | -.0653          | .12091                | 1.000      |        |       |
|                        | Mexico          | .1072           | .12289                | 1.000      |        |       |
|                        | Poland          | -.0250          | .11636                | 1.000      |        |       |
|                        | Russia          | -.0584          | .12756                | 1.000      |        |       |
|                        | Singapore       | .1034           | .10355                | 1.000      |        |       |
|                        | Spain           | .0485           | .14631                | 1.000      |        |       |
|                        | Turkey          | -.0127          | .11338                | 1.000      |        |       |
|                        | Venezuela       | -.2461          | .11600                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 04 Perform Orientation | Turkey          | America         | -.2178                | .08097     | .999  |
|                        |                 | Argentina       | -.2065                | .11376     | 1.000 |
|                        |                 | Australia       | -.1212                | .14395     | 1.000 |
|                        |                 | Brazil          | -.0524                | .09209     | 1.000 |
|                        |                 | GB              | .0001                 | .08911     | 1.000 |
|                        |                 | Canada          | -.2136                | .12232     | 1.000 |
|                        |                 | China           | .0440                 | .14009     | 1.000 |
|                        |                 | Netherlands     | .0551                 | .09949     | 1.000 |
|                        |                 | Philippines     | -.1485                | .11535     | 1.000 |
|                        |                 | France          | .0304                 | .10776     | 1.000 |
|                        |                 | Germany         | -.1312                | .11095     | 1.000 |
|                        |                 | India           | -.1023                | .11229     | 1.000 |
|                        |                 | Indonesia       | .1801                 | .14261     | 1.000 |
|                        |                 | Japan           | .5069                 | .09527     | .167  |
|                        |                 | Malaysia        | -.0526                | .11804     | 1.000 |
|                        |                 | Mexico          | .1199                 | .12007     | 1.000 |
|                        |                 | Poland          | -.0123                | .11338     | 1.000 |
|                        |                 | Russia          | -.0457                | .12485     | 1.000 |
|                        |                 | Singapore       | .1161                 | .10019     | 1.000 |
|                        |                 | Spain           | .0612                 | .14395     | 1.000 |
| Switzerland            | .0127           | .11338          | 1.000                 |            |       |
| Venezuela              | -.2334          | .11301          | 1.000                 |            |       |
|                        | Venezuela       | America         | .0156                 | .08460     | 1.000 |
|                        |                 | Argentina       | .0268                 | .11637     | 1.000 |
|                        |                 | Australia       | .1121                 | .14602     | 1.000 |
|                        |                 | Brazil          | .1810                 | .09530     | 1.000 |
|                        |                 | GB              | .2335                 | .09242     | 1.000 |
|                        |                 | Canada          | .0197                 | .12476     | 1.000 |
|                        |                 | China           | .2773                 | .14222     | 1.000 |
|                        |                 | Netherlands     | .2884                 | .10247     | .997  |
|                        |                 | Philippines     | .0848                 | .11793     | 1.000 |
|                        |                 | France          | .2638                 | .11051     | 1.000 |
|                        |                 | Germany         | .1022                 | .11363     | 1.000 |
|                        |                 | India           | .1311                 | .11494     | 1.000 |
|                        |                 | Indonesia       | .4135                 | .14470     | .997  |
|                        |                 | Japan           | .7402*                | .09838     | .000  |
|                        |                 | Malaysia        | .1808                 | .12056     | 1.000 |
|                        |                 | Mexico          | .3533                 | .12255     | .996  |
|                        |                 | Poland          | .2211                 | .11600     | 1.000 |
|                        |                 | Russia          | .1876                 | .12723     | 1.000 |
|                        |                 | Singapore       | .3495                 | .10315     | .967  |
|                        |                 | Spain           | .2945                 | .14602     | 1.000 |
| Switzerland            | .2461           | .11600          | 1.000                 |            |       |
| Turkey                 | .2334           | .11301          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | America         | Argentina       | -.3504                | .13139     | .999  |
|                    |                 | Australia       | -.0317                | .18868     | 1.000 |
|                    |                 | Brazil          | -.5496*               | .08221     | .003  |
|                    |                 | GB              | -.2987                | .07404     | .802  |
|                    |                 | Canada          | -.2119                | .14843     | 1.000 |
|                    |                 | China           | -1.1481*              | .18169     | .011  |
|                    |                 | Netherlands     | -.0753                | .10049     | 1.000 |
|                    |                 | Philippines     | -.4001                | .13463     | .994  |
|                    |                 | France          | -.3990                | .11888     | .971  |
|                    |                 | Germany         | .3849                 | .12561     | .991  |
|                    |                 | India           | -.6277                | .12840     | .353  |
|                    |                 | Indonesia       | -1.1471*              | .18626     | .019  |
|                    |                 | Japan           | -.2317                | .09034     | .999  |
|                    |                 | Malaysia        | -.6777                | .14002     | .379  |
|                    |                 | Mexico          | -.4668                | .14402     | .981  |
|                    |                 | Poland          | -1.2168*              | .13062     | .000  |
|                    |                 | Russia          | -.4037                | .15329     | .999  |
|                    |                 | Singapore       | -.5391                | .10211     | .181  |
|                    |                 | Spain           | -.2209                | .18868     | 1.000 |
|                    |                 | Switzerland     | -.2387                | .13062     | 1.000 |
| Turkey             | .1590           | .12429          | 1.000                 |            |       |
| Venezuela          | -.4755          | .12987          | .921                  |            |       |
|                    | Argentina       | America         | .3504                 | .13139     | .999  |
|                    |                 | Australia       | .3187                 | .22503     | 1.000 |
|                    |                 | Brazil          | -.1992                | .14764     | 1.000 |
|                    |                 | GB              | .0517                 | .14326     | 1.000 |
|                    |                 | Canada          | .1385                 | .19254     | 1.000 |
|                    |                 | China           | -.7977                | .21921     | .926  |
|                    |                 | Netherlands     | .2751                 | .15855     | 1.000 |
|                    |                 | Philippines     | -.0498                | .18212     | 1.000 |
|                    |                 | France          | -.0486                | .17080     | 1.000 |
|                    |                 | Germany         | .7353                 | .17556     | .732  |
|                    |                 | India           | -.2773                | .17756     | 1.000 |
|                    |                 | Indonesia       | -.7967                | .22301     | .939  |
|                    |                 | Japan           | .1186                 | .15232     | 1.000 |
|                    |                 | Malaysia        | -.3273                | .18613     | 1.000 |
|                    |                 | Mexico          | -.1165                | .18917     | 1.000 |
|                    |                 | Poland          | -.8665                | .17917     | .381  |
|                    |                 | Russia          | -.0533                | .19631     | 1.000 |
|                    |                 | Singapore       | -.1887                | .15958     | 1.000 |
|                    |                 | Spain           | .1295                 | .22503     | 1.000 |
|                    |                 | Switzerland     | .1117                 | .17917     | 1.000 |
| Turkey             | .5094           | .17461          | .995                  |            |       |
| Venezuela          | -.1251          | .17862          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | Australia       | America         | .0317                 | .18868     | 1.000 |
|                    |                 | Argentina       | -.3187                | .22503     | 1.000 |
|                    |                 | Brazil          | -.5179                | .20034     | .999  |
|                    |                 | GB              | -.2670                | .19712     | 1.000 |
|                    |                 | Canada          | -.1802                | .23539     | 1.000 |
|                    |                 | China           | -1.1164               | .25766     | .659  |
|                    |                 | Netherlands     | -.0436                | .20850     | 1.000 |
|                    |                 | Philippines     | -.3685                | .22694     | 1.000 |
|                    |                 | France          | -.3673                | .21797     | 1.000 |
|                    |                 | Germany         | .4166                 | .22171     | 1.000 |
|                    |                 | India           | -.5960                | .22330     | .999  |
|                    |                 | Indonesia       | -1.1154               | .26090     | .689  |
|                    |                 | Japan           | -.2001                | .20381     | 1.000 |
|                    |                 | Malaysia        | -.6460                | .23018     | .997  |
|                    |                 | Mexico          | -.4351                | .23264     | 1.000 |
|                    |                 | Poland          | -1.1851               | .22459     | .182  |
|                    |                 | Russia          | -.3720                | .23848     | 1.000 |
|                    |                 | Singapore       | -.5074                | .20929     | 1.000 |
|                    |                 | Spain           | -.1892                | .26263     | 1.000 |
|                    |                 | Switzerland     | -.2070                | .22459     | 1.000 |
| Turkey             | .1907           | .22097          | 1.000                 |            |       |
| Venezuela          | -.4438          | .22415          | 1.000                 |            |       |
|                    | Brazil          | America         | .5496*                | .08221     | .003  |
|                    |                 | Argentina       | .1992                 | .14764     | 1.000 |
|                    |                 | Australia       | .5179                 | .20034     | .999  |
|                    |                 | GB              | .2509                 | .10008     | 1.000 |
|                    |                 | Canada          | .3377                 | .16299     | 1.000 |
|                    |                 | China           | -.5985                | .19377     | .990  |
|                    |                 | Netherlands     | .4743                 | .12096     | .845  |
|                    |                 | Philippines     | .1494                 | .15053     | 1.000 |
|                    |                 | France          | .1506                 | .13663     | 1.000 |
|                    |                 | Germany         | .9345*                | .14253     | .005  |
|                    |                 | India           | -.0781                | .14498     | 1.000 |
|                    |                 | Indonesia       | -.5975                | .19806     | .993  |
|                    |                 | Japan           | .3178                 | .11268     | .997  |
|                    |                 | Malaysia        | -.1281                | .15537     | 1.000 |
|                    |                 | Mexico          | .0827                 | .15899     | 1.000 |
|                    |                 | Poland          | -.6673                | .14696     | .545  |
|                    |                 | Russia          | .1459                 | .16743     | 1.000 |
|                    |                 | Singapore       | .0105                 | .12231     | 1.000 |
|                    |                 | Spain           | .3287                 | .20034     | 1.000 |
|                    |                 | Switzerland     | .3109                 | .14696     | 1.000 |
| Turkey             | .7086           | .14136          | .292                  |            |       |
| Venezuela          | .0741           | .14629          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | GB              | America         | .2987                 | .07404     | .802  |
|                    |                 | Argentina       | -.0517                | .14326     | 1.000 |
|                    |                 | Australia       | .2670                 | .19712     | 1.000 |
|                    |                 | Brazil          | -.2509                | .10008     | 1.000 |
|                    |                 | Canada          | .0868                 | .15902     | 1.000 |
|                    |                 | China           | -.8494                | .19045     | .590  |
|                    |                 | Netherlands     | .2234                 | .11557     | 1.000 |
|                    |                 | Philippines     | -.1015                | .14623     | 1.000 |
|                    |                 | France          | -.1003                | .13187     | 1.000 |
|                    |                 | Germany         | .6836                 | .13798     | .320  |
|                    |                 | India           | -.3290                | .14051     | 1.000 |
|                    |                 | Indonesia       | -.8484                | .19481     | .647  |
|                    |                 | Japan           | .0669                 | .10686     | 1.000 |
|                    |                 | Malaysia        | -.3790                | .15121     | 1.000 |
|                    |                 | Mexico          | -.1682                | .15492     | 1.000 |
|                    |                 | Poland          | -.9182*               | .14255     | .007  |
|                    |                 | Russia          | -.1050                | .16358     | 1.000 |
|                    |                 | Singapore       | -.2404                | .11698     | 1.000 |
|                    |                 | Spain           | .0778                 | .19712     | 1.000 |
|                    |                 | Switzerland     | .0600                 | .14255     | 1.000 |
| Turkey             | .4577           | .13678          | .972                  |            |       |
| Venezuela          | -.1768          | .14186          | 1.000                 |            |       |
|                    | Canada          | America         | .2119                 | .14843     | 1.000 |
|                    |                 | Argentina       | -.1385                | .19254     | 1.000 |
|                    |                 | Australia       | .1802                 | .23539     | 1.000 |
|                    |                 | Brazil          | -.3377                | .16299     | 1.000 |
|                    |                 | GB              | -.0868                | .15902     | 1.000 |
|                    |                 | China           | -.9362                | .22983     | .785  |
|                    |                 | Netherlands     | .1366                 | .17293     | 1.000 |
|                    |                 | Philippines     | -.1883                | .19476     | 1.000 |
|                    |                 | France          | -.1871                | .18423     | 1.000 |
|                    |                 | Germany         | .5968                 | .18864     | .986  |
|                    |                 | India           | -.4158                | .19051     | 1.000 |
|                    |                 | Indonesia       | -.9352                | .23345     | .813  |
|                    |                 | Japan           | -.0198                | .16724     | 1.000 |
|                    |                 | Malaysia        | -.4658                | .19853     | 1.000 |
|                    |                 | Mexico          | -.2549                | .20137     | 1.000 |
|                    |                 | Poland          | -1.0049               | .19201     | .198  |
|                    |                 | Russia          | -.1918                | .20810     | 1.000 |
|                    |                 | Singapore       | -.3272                | .17388     | 1.000 |
|                    |                 | Spain           | -.0090                | .23539     | 1.000 |
|                    |                 | Switzerland     | -.0268                | .19201     | 1.000 |
| Turkey             | .3709           | .18777          | 1.000                 |            |       |
| Venezuela          | -.2636          | .19150          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | China           | America         | 1.1481*               | .18169     | .011  |
|                    |                 | Argentina       | .7977                 | .21921     | .926  |
|                    |                 | Australia       | 1.1164                | .25766     | .659  |
|                    |                 | Brazil          | .5985                 | .19377     | .990  |
|                    |                 | GB              | .8494                 | .19045     | .590  |
|                    |                 | Canada          | .9362                 | .22983     | .785  |
|                    |                 | Netherlands     | 1.0728                | .20221     | .172  |
|                    |                 | Philippines     | .7479                 | .22117     | .968  |
|                    |                 | France          | .7491                 | .21195     | .946  |
|                    |                 | Germany         | 1.5330*               | .21580     | .001  |
|                    |                 | India           | .5204                 | .21743     | 1.000 |
|                    |                 | Indonesia       | .0010                 | .25589     | 1.000 |
|                    |                 | Japan           | .9163                 | .19736     | .487  |
|                    |                 | Malaysia        | .4704                 | .22449     | 1.000 |
|                    |                 | Mexico          | .6813                 | .22701     | .993  |
|                    |                 | Poland          | -.0687                | .21875     | 1.000 |
|                    |                 | Russia          | .7444                 | .23300     | .984  |
|                    |                 | Singapore       | .6090                 | .20302     | .993  |
|                    |                 | Spain           | .9272                 | .25766     | .934  |
|                    |                 | Switzerland     | .9094                 | .21875     | .747  |
| Turkey             | 1.3071*         | .21503          | .025                  |            |       |
| Venezuela          | .6726           | .21830          | .990                  |            |       |
|                    | Netherlands     | America         | .0753                 | .10049     | 1.000 |
|                    |                 | Argentina       | -.2751                | .15855     | 1.000 |
|                    |                 | Australia       | .0436                 | .20850     | 1.000 |
|                    |                 | Brazil          | -.4743                | .12096     | .845  |
|                    |                 | GB              | -.2234                | .11557     | 1.000 |
|                    |                 | Canada          | -.1366                | .17293     | 1.000 |
|                    |                 | China           | -1.0728               | .20221     | .172  |
|                    |                 | Philippines     | -.3249                | .16125     | 1.000 |
|                    |                 | France          | -.3237                | .14835     | 1.000 |
|                    |                 | Germany         | .4602                 | .15380     | .993  |
|                    |                 | India           | -.5524                | .15608     | .945  |
|                    |                 | Indonesia       | -1.0718               | .20632     | .213  |
|                    |                 | Japan           | -.1565                | .12663     | 1.000 |
|                    |                 | Malaysia        | -.6024                | .16577     | .927  |
|                    |                 | Mexico          | -.3915                | .16917     | 1.000 |
|                    |                 | Poland          | -1.1415*              | .15791     | .000  |
|                    |                 | Russia          | -.3284                | .17712     | 1.000 |
|                    |                 | Singapore       | -.4638                | .13528     | .962  |
|                    |                 | Spain           | -.1456                | .20850     | 1.000 |
|                    |                 | Switzerland     | -.1634                | .15791     | 1.000 |
| Turkey             | .2343           | .15272          | 1.000                 |            |       |
| Venezuela          | -.4002          | .15729          | .999                  |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | Philippines     | America         | .4001                 | .13463     | .994  |
|                    |                 | Argentina       | .0498                 | .18212     | 1.000 |
|                    |                 | Australia       | .3685                 | .22694     | 1.000 |
|                    |                 | Brazil          | -.1494                | .15053     | 1.000 |
|                    |                 | GB              | .1015                 | .14623     | 1.000 |
|                    |                 | Canada          | .1883                 | .19476     | 1.000 |
|                    |                 | China           | -.7479                | .22117     | .968  |
|                    |                 | Netherlands     | .3249                 | .16125     | 1.000 |
|                    |                 | France          | .0012                 | .17331     | 1.000 |
|                    |                 | Germany         | .7851                 | .17799     | .617  |
|                    |                 | India           | -.2275                | .17997     | 1.000 |
|                    |                 | Indonesia       | -.7469                | .22493     | .974  |
|                    |                 | Japan           | .1684                 | .15513     | 1.000 |
|                    |                 | Malaysia        | -.2775                | .18843     | 1.000 |
|                    |                 | Mexico          | -.0667                | .19143     | 1.000 |
|                    |                 | Poland          | -.8167                | .18156     | .569  |
|                    |                 | Russia          | -.0035                | .19850     | 1.000 |
|                    |                 | Singapore       | -.1389                | .16226     | 1.000 |
|                    |                 | Spain           | .1793                 | .22694     | 1.000 |
|                    |                 | Switzerland     | .1615                 | .18156     | 1.000 |
| Turkey             | .5592           | .17706          | .986                  |            |       |
| Venezuela          | -.0753          | .18102          | 1.000                 |            |       |
|                    | France          | America         | .3990                 | .11888     | .971  |
|                    |                 | Argentina       | .0486                 | .17080     | 1.000 |
|                    |                 | Australia       | .3673                 | .21797     | 1.000 |
|                    |                 | Brazil          | -.1506                | .13663     | 1.000 |
|                    |                 | GB              | .1003                 | .13187     | 1.000 |
|                    |                 | Canada          | .1871                 | .18423     | 1.000 |
|                    |                 | China           | -.7491                | .21195     | .946  |
|                    |                 | Netherlands     | .3237                 | .14835     | 1.000 |
|                    |                 | Philippines     | -.0012                | .17331     | 1.000 |
|                    |                 | Germany         | .7839                 | .16640     | .449  |
|                    |                 | India           | -.2287                | .16851     | 1.000 |
|                    |                 | Indonesia       | -.7481                | .21587     | .957  |
|                    |                 | Japan           | .1672                 | .14167     | 1.000 |
|                    |                 | Malaysia        | -.2787                | .17752     | 1.000 |
|                    |                 | Mexico          | -.0679                | .18070     | 1.000 |
|                    |                 | Poland          | -.8179                | .17021     | .397  |
|                    |                 | Russia          | -.0047                | .18817     | 1.000 |
|                    |                 | Singapore       | -.1401                | .14945     | 1.000 |
|                    |                 | Spain           | .1781                 | .21797     | 1.000 |
|                    |                 | Switzerland     | .1603                 | .17021     | 1.000 |
| Turkey             | .5580           | .16540          | .969                  |            |       |
| Venezuela          | -.0765          | .16963          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | Germany         | America         | -.3849                | .12561     | .991  |
|                    |                 | Argentina       | -.7353                | .17556     | .732  |
|                    |                 | Australia       | -.4166                | .22171     | 1.000 |
|                    |                 | Brazil          | -.9345*               | .14253     | .005  |
|                    |                 | GB              | -.6836                | .13798     | .320  |
|                    |                 | Canada          | -.5968                | .18864     | .986  |
|                    |                 | China           | -1.5330*              | .21580     | .001  |
|                    |                 | Netherlands     | -.4602                | .15380     | .993  |
|                    |                 | Philippines     | -.7851                | .17799     | .617  |
|                    |                 | France          | -.7839                | .16640     | .449  |
|                    |                 | India           | -1.0126*              | .17332     | .048  |
|                    |                 | Indonesia       | -1.5320*              | .21965     | .001  |
|                    |                 | Japan           | -.6166                | .14737     | .734  |
|                    |                 | Malaysia        | -1.0626*              | .18210     | .049  |
|                    |                 | Mexico          | -.8517                | .18520     | .512  |
|                    |                 | Poland          | -1.6017*              | .17498     | .000  |
|                    |                 | Russia          | -.7886                | .19249     | .775  |
|                    |                 | Singapore       | -.9240*               | .15486     | .034  |
|                    |                 | Spain           | -.6058                | .22171     | .998  |
|                    |                 | Switzerland     | -.6236                | .17498     | .941  |
| Turkey             | -.2259          | .17031          | 1.000                 |            |       |
| Venezuela          | -.8604          | .17442          | .331                  |            |       |
|                    | India           | America         | .6277                 | .12840     | .353  |
|                    |                 | Argentina       | .2773                 | .17756     | 1.000 |
|                    |                 | Australia       | .5960                 | .22330     | .999  |
|                    |                 | Brazil          | .0781                 | .14498     | 1.000 |
|                    |                 | GB              | .3290                 | .14051     | 1.000 |
|                    |                 | Canada          | .4158                 | .19051     | 1.000 |
|                    |                 | China           | -.5204                | .21743     | 1.000 |
|                    |                 | Netherlands     | .5524                 | .15608     | .945  |
|                    |                 | Philippines     | .2275                 | .17997     | 1.000 |
|                    |                 | France          | .2287                 | .16851     | 1.000 |
|                    |                 | Germany         | 1.0126*               | .17332     | .048  |
|                    |                 | Indonesia       | -.5194                | .22126     | 1.000 |
|                    |                 | Japan           | .3959                 | .14975     | .999  |
|                    |                 | Malaysia        | -.0500                | .18403     | 1.000 |
|                    |                 | Mexico          | .1608                 | .18710     | 1.000 |
|                    |                 | Poland          | -.5892                | .17699     | .973  |
|                    |                 | Russia          | .2240                 | .19432     | 1.000 |
|                    |                 | Singapore       | .0886                 | .15713     | 1.000 |
|                    |                 | Spain           | .4068                 | .22330     | 1.000 |
|                    |                 | Switzerland     | .3890                 | .17699     | 1.000 |
| Turkey             | .7867           | .17237          | .531                  |            |       |
| Venezuela          | .1522           | .17643          | 1.000                 |            |       |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 05 Autocratic      | Indonesia       | America         | 1.1471*               | .18626     | .019   |       |
|                    |                 | Argentina       | .7967                 | .22301     | .939   |       |
|                    |                 | Australia       | 1.1154                | .26090     | .689   |       |
|                    |                 | Brazil          | .5975                 | .19806     | .993   |       |
|                    |                 | GB              | .8484                 | .19481     | .647   |       |
|                    |                 | Canada          | .9352                 | .23345     | .813   |       |
|                    |                 | China           | -.0010                | .25589     | 1.000  |       |
|                    |                 | Netherlands     | 1.0718                | .20632     | .213   |       |
|                    |                 | Philippines     | .7469                 | .22493     | .974   |       |
|                    |                 | France          | .7481                 | .21587     | .957   |       |
|                    |                 | Germany         | 1.5320*               | .21965     | .001   |       |
|                    |                 | India           | .5194                 | .22126     | 1.000  |       |
|                    |                 | Japan           | .9153                 | .20157     | .544   |       |
|                    |                 | Malaysia        | .4694                 | .22820     | 1.000  |       |
|                    |                 | Mexico          | .6803                 | .23068     | .995   |       |
|                    |                 | Poland          | -.0697                | .22256     | 1.000  |       |
|                    |                 | Russia          | .7434                 | .23657     | .987   |       |
|                    |                 | Singapore       | .6080                 | .20711     | .995   |       |
|                    |                 | Spain           | .9262                 | .26090     | .943   |       |
|                    | Switzerland     | .9084           | .22256                | .781       |        |       |
|                    | Turkey          | 1.3061*         | .21890                | .034       |        |       |
|                    | Venezuela       | .6716           | .22211                | .992       |        |       |
|                    |                 | Japan           | America               | .2317      | .09034 | .999  |
|                    |                 |                 | Argentina             | -.1186     | .15232 | 1.000 |
|                    |                 |                 | Australia             | .2001      | .20381 | 1.000 |
|                    |                 |                 | Brazil                | -.3178     | .11268 | .997  |
|                    |                 |                 | GB                    | -.0669     | .10686 | 1.000 |
|                    |                 |                 | Canada                | .0198      | .16724 | 1.000 |
|                    |                 |                 | China                 | -.9163     | .19736 | .487  |
|                    | Netherlands     |                 | .1565                 | .12663     | 1.000  |       |
|                    | Philippines     |                 | -.1684                | .15513     | 1.000  |       |
|                    | France          |                 | -.1672                | .14167     | 1.000  |       |
|                    | Germany         | .6166           | .14737                | .734       |        |       |
|                    | India           | -.3959          | .14975                | .999       |        |       |
|                    | Indonesia       | -.9153          | .20157                | .544       |        |       |
|                    | Malaysia        | -.4460          | .15982                | .998       |        |       |
|                    | Mexico          | -.2351          | .16334                | 1.000      |        |       |
|                    | Poland          | -.9851*         | .15166                | .006       |        |       |
|                    | Russia          | -.1719          | .17157                | 1.000      |        |       |
|                    | Singapore       | -.3073          | .12792                | 1.000      |        |       |
|                    | Spain           | .0109           | .20381                | 1.000      |        |       |
|                    | Switzerland     | -.0070          | .15166                | 1.000      |        |       |
|                    | Turkey          | .3908           | .14625                | .999       |        |       |
|                    | Venezuela       | -.2437          | .15101                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 05 Autocratic      | Malaysia        | America         | .6777                 | .14002     | .379   |       |
|                    |                 | Argentina       | .3273                 | .18613     | 1.000  |       |
|                    |                 | Australia       | .6460                 | .23018     | .997   |       |
|                    |                 | Brazil          | .1281                 | .15537     | 1.000  |       |
|                    |                 | GB              | .3790                 | .15121     | 1.000  |       |
|                    |                 | Canada          | .4658                 | .19853     | 1.000  |       |
|                    |                 | China           | -.4704                | .22449     | 1.000  |       |
|                    |                 | Netherlands     | .6024                 | .16577     | .927   |       |
|                    |                 | Philippines     | .2775                 | .18843     | 1.000  |       |
|                    |                 | France          | .2787                 | .17752     | 1.000  |       |
|                    |                 | Germany         | 1.0626*               | .18210     | .049   |       |
|                    |                 | India           | .0500                 | .18403     | 1.000  |       |
|                    |                 | Indonesia       | -.4694                | .22820     | 1.000  |       |
|                    |                 | Japan           | .4460                 | .15982     | .998   |       |
|                    |                 | Mexico          | .2109                 | .19526     | 1.000  |       |
|                    |                 | Poland          | -.5391                | .18559     | .996   |       |
|                    |                 | Russia          | .2740                 | .20219     | 1.000  |       |
|                    |                 | Singapore       | .1386                 | .16676     | 1.000  |       |
|                    |                 | Spain           | .4568                 | .23018     | 1.000  |       |
|                    |                 | Switzerland     | .4390                 | .18559     | 1.000  |       |
|                    | Turkey          | .8367           | .18119                | .501       |        |       |
|                    | Venezuela       | .2022           | .18506                | 1.000      |        |       |
|                    |                 | Mexico          | America               | .4668      | .14402 | .981  |
|                    |                 |                 | Argentina             | .1165      | .18917 | 1.000 |
|                    |                 |                 | Australia             | .4351      | .23264 | 1.000 |
|                    |                 |                 | Brazil                | -.0827     | .15899 | 1.000 |
|                    |                 |                 | GB                    | .1682      | .15492 | 1.000 |
|                    |                 |                 | Canada                | .2549      | .20137 | 1.000 |
|                    |                 |                 | China                 | -.6813     | .22701 | .993  |
|                    |                 |                 | Netherlands           | .3915      | .16917 | 1.000 |
|                    |                 |                 | Philippines           | .0667      | .19143 | 1.000 |
|                    |                 |                 | France                | .0679      | .18070 | 1.000 |
|                    | Germany         |                 | .8517                 | .18520     | .512   |       |
|                    | India           |                 | -.1608                | .18710     | 1.000  |       |
|                    | Indonesia       | -.6803          | .23068                | .995       |        |       |
|                    | Japan           | .2351           | .16334                | 1.000      |        |       |
|                    | Malaysia        | -.2109          | .19526                | 1.000      |        |       |
|                    | Poland          | -.7500          | .18863                | .825       |        |       |
|                    | Russia          | .0632           | .20498                | 1.000      |        |       |
|                    | Singapore       | -.0723          | .17013                | 1.000      |        |       |
|                    | Spain           | .2459           | .23264                | 1.000      |        |       |
|                    | Switzerland     | .2281           | .18863                | 1.000      |        |       |
|                    | Turkey          | .6258           | .18431                | .966       |        |       |
|                    | Venezuela       | -.0086          | .18811                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 05 Autocratic      | Poland          | America         | 1.2168*               | .13062     | .000   |       |
|                    |                 | Argentina       | .8665                 | .17917     | .381   |       |
|                    |                 | Australia       | 1.1851                | .22459     | .182   |       |
|                    |                 | Brazil          | .6673                 | .14696     | .545   |       |
|                    |                 | GB              | .9182*                | .14255     | .007   |       |
|                    |                 | Canada          | 1.0049                | .19201     | .198   |       |
|                    |                 | China           | .0687                 | .21875     | 1.000  |       |
|                    |                 | Netherlands     | 1.1415*               | .15791     | .000   |       |
|                    |                 | Philippines     | .8167                 | .18156     | .569   |       |
|                    |                 | France          | .8179                 | .17021     | .397   |       |
|                    |                 | Germany         | 1.6017*               | .17498     | .000   |       |
|                    |                 | India           | .5892                 | .17699     | .973   |       |
|                    |                 | Indonesia       | .0697                 | .22256     | 1.000  |       |
|                    |                 | Japan           | .9851*                | .15166     | .006   |       |
|                    |                 | Malaysia        | .5391                 | .18559     | .996   |       |
|                    |                 | Mexico          | .7500                 | .18863     | .825   |       |
|                    |                 | Russia          | .8132                 | .19580     | .749   |       |
|                    |                 | Singapore       | .6777                 | .15895     | .695   |       |
|                    |                 | Spain           | .9959                 | .22459     | .604   |       |
|                    |                 | Switzerland     | .9781                 | .17861     | .120   |       |
|                    | Turkey          | 1.3758*         | .17404                | .000       |        |       |
|                    | Venezuela       | .7414           | .17806                | .744       |        |       |
|                    |                 | Russia          | America               | .4037      | .15329 | .999  |
|                    |                 |                 | Argentina             | .0533      | .19631 | 1.000 |
|                    |                 |                 | Australia             | .3720      | .23848 | 1.000 |
|                    |                 |                 | Brazil                | -.1459     | .16743 | 1.000 |
|                    |                 |                 | GB                    | .1050      | .16358 | 1.000 |
|                    |                 |                 | Canada                | .1918      | .20810 | 1.000 |
|                    |                 |                 | China                 | -.7444     | .23300 | .984  |
|                    |                 |                 | Netherlands           | .3284      | .17712 | 1.000 |
|                    |                 |                 | Philippines           | .0035      | .19850 | 1.000 |
|                    |                 |                 | France                | .0047      | .18817 | 1.000 |
|                    |                 |                 | Germany               | .7886      | .19249 | .775  |
|                    | India           |                 | -.2240                | .19432     | 1.000  |       |
|                    | Indonesia       |                 | -.7434                | .23657     | .987   |       |
|                    | Japan           | .1719           | .17157                | 1.000      |        |       |
|                    | Malaysia        | -.2740          | .20219                | 1.000      |        |       |
|                    | Mexico          | -.0632          | .20498                | 1.000      |        |       |
|                    | Poland          | -.8132          | .19580                | .749       |        |       |
|                    | Singapore       | -.1354          | .17805                | 1.000      |        |       |
|                    | Spain           | .1828           | .23848                | 1.000      |        |       |
|                    | Switzerland     | .1650           | .19580                | 1.000      |        |       |
|                    | Turkey          | .5627           | .19164                | .995       |        |       |
|                    | Venezuela       | -.0718          | .19530                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 05 Autocratic      | Singapore       | America         | .5391                 | .10211     | .181   |       |
|                    |                 | Argentina       | .1887                 | .15958     | 1.000  |       |
|                    |                 | Australia       | .5074                 | .20929     | 1.000  |       |
|                    |                 | Brazil          | -.0105                | .12231     | 1.000  |       |
|                    |                 | GB              | .2404                 | .11698     | 1.000  |       |
|                    |                 | Canada          | .3272                 | .17388     | 1.000  |       |
|                    |                 | China           | -.6090                | .20302     | .993   |       |
|                    |                 | Netherlands     | .4638                 | .13528     | .962   |       |
|                    |                 | Philippines     | .1389                 | .16226     | 1.000  |       |
|                    |                 | France          | .1401                 | .14945     | 1.000  |       |
|                    |                 | Germany         | .9240*                | .15486     | .034   |       |
|                    |                 | India           | -.0886                | .15713     | 1.000  |       |
|                    |                 | Indonesia       | -.6080                | .20711     | .995   |       |
|                    |                 | Japan           | .3073                 | .12792     | 1.000  |       |
|                    |                 | Malaysia        | -.1386                | .16676     | 1.000  |       |
|                    |                 | Mexico          | .0723                 | .17013     | 1.000  |       |
|                    |                 | Poland          | -.6777                | .15895     | .695   |       |
|                    |                 | Russia          | .1354                 | .17805     | 1.000  |       |
|                    |                 | Spain           | .3182                 | .20929     | 1.000  |       |
|                    | Switzerland     | .3004           | .15895                | 1.000      |        |       |
|                    | Turkey          | .6981           | .15379                | .545       |        |       |
|                    | Venezuela       | .0636           | .15833                | 1.000      |        |       |
|                    |                 | Spain           | America               | .2209      | .18868 | 1.000 |
|                    |                 |                 | Argentina             | -.1295     | .22503 | 1.000 |
|                    |                 |                 | Australia             | .1892      | .26263 | 1.000 |
|                    |                 |                 | Brazil                | -.3287     | .20034 | 1.000 |
|                    |                 |                 | GB                    | -.0778     | .19712 | 1.000 |
|                    |                 |                 | Canada                | .0090      | .23539 | 1.000 |
|                    |                 |                 | China                 | -.9272     | .25766 | .934  |
|                    | Netherlands     |                 | .1456                 | .20850     | 1.000  |       |
|                    | Philippines     |                 | -.1793                | .22694     | 1.000  |       |
|                    | France          |                 | -.1781                | .21797     | 1.000  |       |
|                    | Germany         | .6058           | .22171                | .998       |        |       |
|                    | India           | -.4068          | .22330                | 1.000      |        |       |
|                    | Indonesia       | -.9262          | .26090                | .943       |        |       |
|                    | Japan           | -.0109          | .20381                | 1.000      |        |       |
|                    | Malaysia        | -.4568          | .23018                | 1.000      |        |       |
|                    | Mexico          | -.2459          | .23264                | 1.000      |        |       |
|                    | Poland          | -.9959          | .22459                | .604       |        |       |
|                    | Russia          | -.1828          | .23848                | 1.000      |        |       |
|                    | Singapore       | -.3182          | .20929                | 1.000      |        |       |
|                    | Switzerland     | -.0178          | .22459                | 1.000      |        |       |
|                    | Turkey          | .3799           | .22097                | 1.000      |        |       |
|                    | Venezuela       | -.2546          | .22415                | 1.000      |        |       |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | Switzerland     | America         | .2387                 | .13062     | 1.000 |
|                    |                 | Argentina       | -.1117                | .17917     | 1.000 |
|                    |                 | Australia       | .2070                 | .22459     | 1.000 |
|                    |                 | Brazil          | -.3109                | .14696     | 1.000 |
|                    |                 | GB              | -.0600                | .14255     | 1.000 |
|                    |                 | Canada          | .0268                 | .19201     | 1.000 |
|                    |                 | China           | -.9094                | .21875     | .747  |
|                    |                 | Netherlands     | .1634                 | .15791     | 1.000 |
|                    |                 | Philippines     | -.1615                | .18156     | 1.000 |
|                    |                 | France          | -.1603                | .17021     | 1.000 |
|                    |                 | Germany         | .6236                 | .17498     | .941  |
|                    |                 | India           | -.3890                | .17699     | 1.000 |
|                    |                 | Indonesia       | -.9084                | .22256     | .781  |
|                    |                 | Japan           | .0070                 | .15166     | 1.000 |
|                    |                 | Malaysia        | -.4390                | .18559     | 1.000 |
|                    |                 | Mexico          | -.2281                | .18863     | 1.000 |
|                    |                 | Poland          | -.9781                | .17861     | .120  |
|                    |                 | Russia          | -.1650                | .19580     | 1.000 |
|                    |                 | Singapore       | -.3004                | .15895     | 1.000 |
|                    |                 | Spain           | .0178                 | .22459     | 1.000 |
| Turkey             | .3977           | .17404          | 1.000                 |            |       |
| Venezuela          | -.2368          | .17806          | 1.000                 |            |       |
|                    | Turkey          | America         | -.1590                | .12429     | 1.000 |
|                    |                 | Argentina       | -.5094                | .17461     | .995  |
|                    |                 | Australia       | -.1907                | .22097     | 1.000 |
|                    |                 | Brazil          | -.7086                | .14136     | .292  |
|                    |                 | GB              | -.4577                | .13678     | .972  |
|                    |                 | Canada          | -.3709                | .18777     | 1.000 |
|                    |                 | China           | -1.3071*              | .21503     | .025  |
|                    |                 | Netherlands     | -.2343                | .15272     | 1.000 |
|                    |                 | Philippines     | -.5592                | .17706     | .986  |
|                    |                 | France          | -.5580                | .16540     | .969  |
|                    |                 | Germany         | .2259                 | .17031     | 1.000 |
|                    |                 | India           | -.7867                | .17237     | .531  |
|                    |                 | Indonesia       | -1.3061*              | .21890     | .034  |
|                    |                 | Japan           | -.3908                | .14625     | .999  |
|                    |                 | Malaysia        | -.8367                | .18119     | .501  |
|                    |                 | Mexico          | -.6258                | .18431     | .966  |
|                    |                 | Poland          | -1.3758*              | .17404     | .000  |
|                    |                 | Russia          | -.5627                | .19164     | .995  |
|                    |                 | Singapore       | -.6981                | .15379     | .545  |
|                    |                 | Spain           | -.3799                | .22097     | 1.000 |
| Switzerland        | -.3977          | .17404          | 1.000                 |            |       |
| Venezuela          | -.6345          | .17347          | .922                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 05 Autocratic      | Venezuela       | America         | .4755                 | .12987     | .921  |
|                    |                 | Argentina       | .1251                 | .17862     | 1.000 |
|                    |                 | Australia       | .4438                 | .22415     | 1.000 |
|                    |                 | Brazil          | -.0741                | .14629     | 1.000 |
|                    |                 | GB              | .1768                 | .14186     | 1.000 |
|                    |                 | Canada          | .2636                 | .19150     | 1.000 |
|                    |                 | China           | -.6726                | .21830     | .990  |
|                    |                 | Netherlands     | .4002                 | .15729     | .999  |
|                    |                 | Philippines     | .0753                 | .18102     | 1.000 |
|                    |                 | France          | .0765                 | .16963     | 1.000 |
|                    |                 | Germany         | .8604                 | .17442     | .331  |
|                    |                 | India           | -.1522                | .17643     | 1.000 |
|                    |                 | Indonesia       | -.6716                | .22211     | .992  |
|                    |                 | Japan           | .2437                 | .15101     | 1.000 |
|                    |                 | Malaysia        | -.2022                | .18506     | 1.000 |
|                    |                 | Mexico          | .0086                 | .18811     | 1.000 |
|                    |                 | Poland          | -.7414                | .17806     | .744  |
|                    |                 | Russia          | .0718                 | .19530     | 1.000 |
|                    |                 | Singapore       | -.0636                | .15833     | 1.000 |
|                    |                 | Spain           | .2546                 | .22415     | 1.000 |
| Switzerland        | .2368           | .17806          | 1.000                 |            |       |
| Turkey             | .6345           | .17347          | .922                  |            |       |
| 06 Normative       | America         | Argentina       | -.1535                | .09999     | 1.000 |
|                    |                 | Australia       | .2991                 | .14358     | 1.000 |
|                    |                 | Brazil          | -.4361*               | .06256     | .001  |
|                    |                 | GB              | .5522*                | .05634     | .000  |
|                    |                 | Canada          | .2100                 | .11295     | 1.000 |
|                    |                 | China           | -.2523                | .13827     | 1.000 |
|                    |                 | Netherlands     | -.1456                | .07647     | 1.000 |
|                    |                 | Philippines     | -.5489                | .10245     | .155  |
|                    |                 | France          | .0778                 | .09047     | 1.000 |
|                    |                 | Germany         | .5656*                | .09559     | .039  |
|                    |                 | India           | -.1336                | .09771     | 1.000 |
|                    |                 | Indonesia       | -.5786                | .14174     | .781  |
|                    |                 | Japan           | .4077*                | .06875     | .038  |
|                    |                 | Malaysia        | -.0885                | .10655     | 1.000 |
|                    |                 | Mexico          | -.4369                | .10960     | .821  |
|                    |                 | Poland          | .5009                 | .09940     | .280  |
|                    |                 | Russia          | .1714                 | .11665     | 1.000 |
|                    |                 | Singapore       | .1977                 | .07770     | .999  |
|                    |                 | Spain           | -.1536                | .14358     | 1.000 |
|                    |                 | Switzerland     | .2009                 | .09940     | 1.000 |
| Turkey             | -.2629          | .09459          | .998                  |            |       |
| Venezuela          | -.6973*         | .09883          | .001                  |            |       |



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Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Argentina       | America         | .1535                 | .09999     | 1.000 |
|                    |                 | Australia       | .4526                 | .17125     | .999  |
|                    |                 | Brazil          | -.2826                | .11236     | 1.000 |
|                    |                 | GB              | .7057*                | .10902     | .007  |
|                    |                 | Canada          | .3636                 | .14652     | 1.000 |
|                    |                 | China           | -.0987                | .16682     | 1.000 |
|                    |                 | Netherlands     | .0080                 | .12066     | 1.000 |
|                    |                 | Philippines     | -.3954                | .13859     | .997  |
|                    |                 | France          | .2314                 | .12998     | 1.000 |
|                    |                 | Germany         | .7191                 | .13360     | .147  |
|                    |                 | India           | .0199                 | .13512     | 1.000 |
|                    |                 | Indonesia       | -.4250                | .16971     | 1.000 |
|                    |                 | Japan           | .5612                 | .11592     | .378  |
|                    |                 | Malaysia        | .0650                 | .14165     | 1.000 |
|                    |                 | Mexico          | -.2833                | .14396     | 1.000 |
|                    |                 | Poland          | .6544                 | .13635     | .400  |
|                    |                 | Russia          | .3250                 | .14940     | 1.000 |
|                    |                 | Singapore       | .3513                 | .12144     | .996  |
|                    |                 | Spain           | -.0001                | .17125     | 1.000 |
|                    |                 | Switzerland     | .3544                 | .13635     | .999  |
| Turkey             | -.1094          | .13288          | 1.000                 |            |       |
| Venezuela          | -.5438          | .13593          | .815                  |            |       |
|                    | Australia       | America         | -.2991                | .14358     | 1.000 |
|                    |                 | Argentina       | -.4526                | .17125     | .999  |
|                    |                 | Brazil          | -.7352                | .15245     | .388  |
|                    |                 | GB              | .2531                 | .15001     | 1.000 |
|                    |                 | Canada          | -.0891                | .17913     | 1.000 |
|                    |                 | China           | -.5514                | .19608     | .997  |
|                    |                 | Netherlands     | -.4447                | .15867     | .997  |
|                    |                 | Philippines     | -.8480                | .17270     | .342  |
|                    |                 | France          | -.2212                | .16587     | 1.000 |
|                    |                 | Germany         | .2665                 | .16872     | 1.000 |
|                    |                 | India           | -.4327                | .16993     | .999  |
|                    |                 | Indonesia       | -.8777                | .19854     | .612  |
|                    |                 | Japan           | .1086                 | .15510     | 1.000 |
|                    |                 | Malaysia        | -.3876                | .17516     | 1.000 |
|                    |                 | Mexico          | -.7360                | .17704     | .747  |
|                    |                 | Poland          | .2018                 | .17091     | 1.000 |
|                    |                 | Russia          | -.1277                | .18149     | 1.000 |
|                    |                 | Singapore       | -.1014                | .15927     | 1.000 |
|                    |                 | Spain           | -.4527                | .19986     | 1.000 |
|                    |                 | Switzerland     | -.0982                | .17091     | 1.000 |
| Turkey             | -.5620          | .16815          | .972                  |            |       |
| Venezuela          | -.9964*         | .17058          | .049                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Brazil          | America         | .4361*                | .06256     | .001  |
|                    |                 | Argentina       | .2826                 | .11236     | 1.000 |
|                    |                 | Australia       | .7352                 | .15245     | .388  |
|                    |                 | GB              | .9883*                | .07616     | .000  |
|                    |                 | Canada          | .6461                 | .12403     | .207  |
|                    |                 | China           | .1838                 | .14746     | 1.000 |
|                    |                 | Netherlands     | .2905                 | .09205     | .987  |
|                    |                 | Philippines     | -.1128                | .11456     | 1.000 |
|                    |                 | France          | .5140                 | .10397     | .326  |
|                    |                 | Germany         | 1.0017*               | .10846     | .000  |
|                    |                 | India           | .3025                 | .11033     | .998  |
|                    |                 | Indonesia       | -.1425                | .15072     | 1.000 |
|                    |                 | Japan           | .8438*                | .08575     | .000  |
|                    |                 | Malaysia        | .3476                 | .11824     | .995  |
|                    |                 | Mexico          | -.0008                | .12099     | 1.000 |
|                    |                 | Poland          | .9370*                | .11184     | .000  |
|                    |                 | Russia          | .6075                 | .12741     | .417  |
|                    |                 | Singapore       | .6338*                | .09308     | .002  |
|                    |                 | Spain           | .2825                 | .15245     | 1.000 |
|                    |                 | Switzerland     | .6370                 | .11184     | .071  |
| Turkey             | .1732           | .10758          | 1.000                 |            |       |
| Venezuela          | -.2612          | .11132          | 1.000                 |            |       |
|                    | GB              | America         | -.5522*               | .05634     | .000  |
|                    |                 | Argentina       | -.7057*               | .10902     | .007  |
|                    |                 | Australia       | -.2531                | .15001     | 1.000 |
|                    |                 | Brazil          | -.9883*               | .07616     | .000  |
|                    |                 | Canada          | -.3422                | .12102     | .997  |
|                    |                 | China           | -.8045                | .14493     | .101  |
|                    |                 | Netherlands     | -.6978*               | .08795     | .000  |
|                    |                 | Philippines     | -1.1011*              | .11128     | .000  |
|                    |                 | France          | -.4744                | .10036     | .440  |
|                    |                 | Germany         | .0134                 | .10500     | 1.000 |
|                    |                 | India           | -.6858*               | .10693     | .008  |
|                    |                 | Indonesia       | -1.1308*              | .14825     | .000  |
|                    |                 | Japan           | -.1445                | .08132     | 1.000 |
|                    |                 | Malaysia        | -.6407                | .11507     | .097  |
|                    |                 | Mexico          | -.9891*               | .11790     | .000  |
|                    |                 | Poland          | -.0513                | .10848     | 1.000 |
|                    |                 | Russia          | -.3808                | .12448     | .991  |
|                    |                 | Singapore       | -.3545                | .08902     | .823  |
|                    |                 | Spain           | -.7058                | .15001     | .452  |
|                    |                 | Switzerland     | -.3513                | .10848     | .981  |
| Turkey             | -.8151*         | .10409          | .000                  |            |       |
| Venezuela          | -1.2495*        | .10795          | .000                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Canada          | America         | -.2100                | .11295     | 1.000 |
|                    |                 | Argentina       | -.3636                | .14652     | 1.000 |
|                    |                 | Australia       | .0891                 | .17913     | 1.000 |
|                    |                 | Brazil          | -.6461                | .12403     | .207  |
|                    |                 | GB              | .3422                 | .12102     | .997  |
|                    |                 | China           | -.4623                | .17490     | .999  |
|                    |                 | Netherlands     | -.3556                | .13160     | .999  |
|                    |                 | Philippines     | -.7590                | .14821     | .243  |
|                    |                 | France          | -.1322                | .14020     | 1.000 |
|                    |                 | Germany         | .3555                 | .14356     | 1.000 |
|                    |                 | India           | -.3436                | .14498     | 1.000 |
|                    |                 | Indonesia       | -.7886                | .17766     | .601  |
|                    |                 | Japan           | .1976                 | .12727     | 1.000 |
|                    |                 | Malaysia        | -.2985                | .15108     | 1.000 |
|                    |                 | Mexico          | -.6469                | .15324     | .716  |
|                    |                 | Poland          | .2908                 | .14612     | 1.000 |
|                    |                 | Russia          | -.0386                | .15836     | 1.000 |
|                    |                 | Singapore       | -.0123                | .13232     | 1.000 |
|                    |                 | Spain           | -.3636                | .17913     | 1.000 |
|                    |                 | Switzerland     | -.0092                | .14612     | 1.000 |
| Turkey             | -.4730          | .14289          | .975                  |            |       |
| Venezuela          | -.9074*         | .14573          | .015                  |            |       |
|                    | China           | America         | .2523                 | .13827     | 1.000 |
|                    |                 | Argentina       | .0987                 | .16682     | 1.000 |
|                    |                 | Australia       | .5514                 | .19608     | .997  |
|                    |                 | Brazil          | -.1838                | .14746     | 1.000 |
|                    |                 | GB              | .8045                 | .14493     | .101  |
|                    |                 | Canada          | .4623                 | .17490     | .999  |
|                    |                 | Netherlands     | .1067                 | .15388     | 1.000 |
|                    |                 | Philippines     | -.2967                | .16831     | 1.000 |
|                    |                 | France          | .3301                 | .16129     | 1.000 |
|                    |                 | Germany         | .8178                 | .16422     | .308  |
|                    |                 | India           | .1187                 | .16546     | 1.000 |
|                    |                 | Indonesia       | -.3263                | .19473     | 1.000 |
|                    |                 | Japan           | .6599                 | .15019     | .626  |
|                    |                 | Malaysia        | .1638                 | .17083     | 1.000 |
|                    |                 | Mexico          | -.1846                | .17275     | 1.000 |
|                    |                 | Poland          | .7531                 | .16647     | .554  |
|                    |                 | Russia          | .4237                 | .17731     | 1.000 |
|                    |                 | Singapore       | .4500                 | .15449     | .996  |
|                    |                 | Spain           | .0986                 | .19608     | 1.000 |
|                    |                 | Switzerland     | .4531                 | .16647     | .998  |
| Turkey             | -.0107          | .16364          | 1.000                 |            |       |
| Venezuela          | -.4451          | .16613          | .999                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Netherlands     | America         | .1456                 | .07647     | 1.000 |
|                    |                 | Argentina       | -.0080                | .12066     | 1.000 |
|                    |                 | Australia       | .4447                 | .15867     | .997  |
|                    |                 | Brazil          | -.2905                | .09205     | .987  |
|                    |                 | GB              | .6978*                | .08795     | .000  |
|                    |                 | Canada          | .3556                 | .13160     | .999  |
|                    |                 | China           | -.1067                | .15388     | 1.000 |
|                    |                 | Philippines     | -.4034                | .12271     | .977  |
|                    |                 | France          | .2234                 | .11289     | 1.000 |
|                    |                 | Germany         | .7111*                | .11704     | .025  |
|                    |                 | India           | .0120                 | .11878     | 1.000 |
|                    |                 | Indonesia       | -.4330                | .15701     | .998  |
|                    |                 | Japan           | .5533                 | .09637     | .063  |
|                    |                 | Malaysia        | .0571                 | .12615     | 1.000 |
|                    |                 | Mexico          | -.2913                | .12874     | 1.000 |
|                    |                 | Poland          | .6464                 | .12017     | .148  |
|                    |                 | Russia          | .3170                 | .13479     | 1.000 |
|                    |                 | Singapore       | .3433                 | .10295     | .973  |
|                    |                 | Spain           | -.0080                | .15867     | 1.000 |
|                    |                 | Switzerland     | .3464                 | .12017     | .996  |
| Turkey             | -.1174          | .11622          | 1.000                 |            |       |
| Venezuela          | -.5518          | .11970          | .506                  |            |       |
|                    | Philippines     | America         | .5489                 | .10245     | .155  |
|                    |                 | Argentina       | .3954                 | .13859     | .997  |
|                    |                 | Australia       | .8480                 | .17270     | .342  |
|                    |                 | Brazil          | .1128                 | .11456     | 1.000 |
|                    |                 | GB              | 1.1011*               | .11128     | .000  |
|                    |                 | Canada          | .7590                 | .14821     | .243  |
|                    |                 | China           | .2967                 | .16831     | 1.000 |
|                    |                 | Netherlands     | .4034                 | .12271     | .977  |
|                    |                 | France          | .6268                 | .13189     | .426  |
|                    |                 | Germany         | 1.1145*               | .13545     | .000  |
|                    |                 | India           | .4153                 | .13695     | .992  |
|                    |                 | Indonesia       | -.0296                | .17117     | 1.000 |
|                    |                 | Japan           | .9566*                | .11805     | .000  |
|                    |                 | Malaysia        | .4604                 | .14340     | .983  |
|                    |                 | Mexico          | .1121                 | .14568     | 1.000 |
|                    |                 | Poland          | 1.0498*               | .13817     | .000  |
|                    |                 | Russia          | .7204                 | .15106     | .417  |
|                    |                 | Singapore       | .7467*                | .12348     | .027  |
|                    |                 | Spain           | .3953                 | .17270     | 1.000 |
|                    |                 | Switzerland     | .7498                 | .13817     | .134  |
| Turkey             | .2860           | .13475          | 1.000                 |            |       |
| Venezuela          | -.1484          | .13775          | 1.000                 |            |       |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | France          | America         | -.0778                | .09047     | 1.000 |
|                    |                 | Argentina       | -.2314                | .12998     | 1.000 |
|                    |                 | Australia       | .2212                 | .16587     | 1.000 |
|                    |                 | Brazil          | -.5140                | .10397     | .326  |
|                    |                 | GB              | .4744                 | .10036     | .440  |
|                    |                 | Canada          | .1322                 | .14020     | 1.000 |
|                    |                 | China           | -.3301                | .16129     | 1.000 |
|                    |                 | Netherlands     | -.2234                | .11289     | 1.000 |
|                    |                 | Philippines     | -.6268                | .13189     | .426  |
|                    |                 | Germany         | .4877                 | .12663     | .869  |
|                    |                 | India           | -.2114                | .12823     | 1.000 |
|                    |                 | Indonesia       | -.6564                | .16428     | .817  |
|                    |                 | Japan           | .3298                 | .10781     | .991  |
|                    |                 | Malaysia        | -.1663                | .13509     | 1.000 |
|                    |                 | Mexico          | -.5147                | .13751     | .901  |
|                    |                 | Poland          | .4230                 | .12953     | .979  |
|                    |                 | Russia          | .0936                 | .14320     | 1.000 |
|                    |                 | Singapore       | .1199                 | .11373     | 1.000 |
|                    |                 | Spain           | -.2315                | .16587     | 1.000 |
|                    |                 | Switzerland     | .1230                 | .12953     | 1.000 |
| Turkey             | -.3408          | .12587          | .999                  |            |       |
| Venezuela          | -.7752*         | .12909          | .031                  |            |       |
|                    | Germany         | America         | -.5656*               | .09559     | .039  |
|                    |                 | Argentina       | -.7191                | .13360     | .147  |
|                    |                 | Australia       | -.2665                | .16872     | 1.000 |
|                    |                 | Brazil          | -1.0017*              | .10846     | .000  |
|                    |                 | GB              | -.0134                | .10500     | 1.000 |
|                    |                 | Canada          | -.3555                | .14356     | 1.000 |
|                    |                 | China           | -.8178                | .16422     | .308  |
|                    |                 | Netherlands     | -.7111*               | .11704     | .025  |
|                    |                 | Philippines     | -1.1145*              | .13545     | .000  |
|                    |                 | France          | -.4877                | .12663     | .869  |
|                    |                 | India           | -.6991                | .13190     | .174  |
|                    |                 | Indonesia       | -1.1441*              | .16716     | .002  |
|                    |                 | Japan           | -.1579                | .11215     | 1.000 |
|                    |                 | Malaysia        | -.6540                | .13858     | .444  |
|                    |                 | Mexico          | -1.0024*              | .14094     | .001  |
|                    |                 | Poland          | -.0647                | .13316     | 1.000 |
|                    |                 | Russia          | -.3941                | .14649     | .999  |
|                    |                 | Singapore       | -.3678                | .11785     | .988  |
|                    |                 | Spain           | -.7192                | .16872     | .696  |
|                    |                 | Switzerland     | -.3647                | .13316     | .998  |
| Turkey             | -.8285*         | .12960          | .009                  |            |       |
| Venezuela          | -1.2629*        | .13273          | .000                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 06 Normative       | India           | America         | .1336                 | .09771     | 1.000  |       |
|                    |                 | Argentina       | -.0199                | .13512     | 1.000  |       |
|                    |                 | Australia       | .4327                 | .16993     | .999   |       |
|                    |                 | Brazil          | -.3025                | .11033     | .998   |       |
|                    |                 | GB              | .6858*                | .10693     | .008   |       |
|                    |                 | Canada          | .3436                 | .14498     | 1.000  |       |
|                    |                 | China           | -.1187                | .16546     | 1.000  |       |
|                    |                 | Netherlands     | -.0120                | .11878     | 1.000  |       |
|                    |                 | Philippines     | -.4153                | .13695     | .992   |       |
|                    |                 | France          | .2114                 | .12823     | 1.000  |       |
|                    |                 | Germany         | .6991                 | .13190     | .174   |       |
|                    |                 | Indonesia       | -.4450                | .16838     | .999   |       |
|                    |                 | Japan           | .5413                 | .11396     | .427   |       |
|                    |                 | Malaysia        | .0451                 | .14005     | 1.000  |       |
|                    |                 | Mexico          | -.3033                | .14238     | 1.000  |       |
|                    |                 | Poland          | .6345                 | .13469     | .449   |       |
|                    |                 | Russia          | .3050                 | .14788     | 1.000  |       |
|                    |                 | Singapore       | .3313                 | .11957     | .998   |       |
|                    |                 | Spain           | -.0200                | .16993     | 1.000  |       |
|                    |                 | Switzerland     | .3345                 | .13469     | 1.000  |       |
|                    | Turkey          | -.1293          | .13117                | 1.000      |        |       |
|                    | Venezuela       | -.5637          | .13426                | .727       |        |       |
|                    |                 | Indonesia       | America               | .5786      | .14174 | .781  |
|                    |                 |                 | Argentina             | .4250      | .16971 | 1.000 |
|                    |                 |                 | Australia             | .8777      | .19854 | .612  |
|                    |                 |                 | Brazil                | .1425      | .15072 | 1.000 |
|                    |                 |                 | GB                    | 1.1308*    | .14825 | .000  |
|                    |                 |                 | Canada                | .7886      | .17766 | .601  |
|                    |                 |                 | China                 | .3263      | .19473 | 1.000 |
|                    |                 |                 | Netherlands           | .4330      | .15701 | .998  |
|                    |                 |                 | Philippines           | .0296      | .17117 | 1.000 |
|                    |                 |                 | France                | .6564      | .16428 | .817  |
|                    |                 |                 | Germany               | 1.1441*    | .16716 | .002  |
|                    |                 |                 | India                 | .4450      | .16838 | .999  |
|                    | Japan           |                 | .9863*                | .15339     | .008   |       |
|                    | Malaysia        |                 | .4901                 | .17366     | .997   |       |
|                    | Mexico          | .1417           | .17554                | 1.000      |        |       |
|                    | Poland          | 1.0794*         | .16936                | .009       |        |       |
|                    | Russia          | .7500           | .18003                | .743       |        |       |
|                    | Singapore       | .7763           | .15761                | .335       |        |       |
|                    | Spain           | .4250           | .19854                | 1.000      |        |       |
|                    | Switzerland     | .7794           | .16936                | .510       |        |       |
|                    | Turkey          | .3156           | .16658                | 1.000      |        |       |
|                    | Venezuela       | -.1187          | .16903                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Japan           | America         | -.4077*               | .06875     | .038  |
|                    |                 | Argentina       | -.5612                | .11592     | .378  |
|                    |                 | Australia       | -.1086                | .15510     | 1.000 |
|                    |                 | Brazil          | -.8438*               | .08575     | .000  |
|                    |                 | GB              | .1445                 | .08132     | 1.000 |
|                    |                 | Canada          | -.1976                | .12727     | 1.000 |
|                    |                 | China           | -.6599                | .15019     | .626  |
|                    |                 | Netherlands     | -.5533                | .09637     | .063  |
|                    |                 | Philippines     | -.9566*               | .11805     | .000  |
|                    |                 | France          | -.3298                | .10781     | .991  |
|                    |                 | Germany         | .1579                 | .11215     | 1.000 |
|                    |                 | India           | -.5413                | .11396     | .427  |
|                    |                 | Indonesia       | -.9863*               | .15339     | .008  |
|                    |                 | Malaysia        | -.4962                | .12163     | .782  |
|                    |                 | Mexico          | -.8446*               | .12431     | .002  |
|                    |                 | Poland          | .0932                 | .11541     | 1.000 |
|                    |                 | Russia          | -.2363                | .13057     | 1.000 |
|                    |                 | Singapore       | -.2099                | .09735     | 1.000 |
|                    |                 | Spain           | -.5613                | .15510     | .930  |
|                    |                 | Switzerland     | -.2068                | .11541     | 1.000 |
| Turkey             | -.6706*         | .11129          | .029                  |            |       |
| Venezuela          | -1.1050*        | .11492          | .000                  |            |       |
|                    | Malaysia        | America         | .0885                 | .10655     | 1.000 |
|                    |                 | Argentina       | -.0650                | .14165     | 1.000 |
|                    |                 | Australia       | .3876                 | .17516     | 1.000 |
|                    |                 | Brazil          | -.3476                | .11824     | .995  |
|                    |                 | GB              | .6407                 | .11507     | .097  |
|                    |                 | Canada          | .2985                 | .15108     | 1.000 |
|                    |                 | China           | -.1638                | .17083     | 1.000 |
|                    |                 | Netherlands     | -.0571                | .12615     | 1.000 |
|                    |                 | Philippines     | -.4604                | .14340     | .983  |
|                    |                 | France          | .1663                 | .13509     | 1.000 |
|                    |                 | Germany         | .6540                 | .13858     | .444  |
|                    |                 | India           | -.0451                | .14005     | 1.000 |
|                    |                 | Indonesia       | -.4901                | .17366     | .997  |
|                    |                 | Japan           | .4962                 | .12163     | .782  |
|                    |                 | Mexico          | -.3484                | .14859     | 1.000 |
|                    |                 | Poland          | .5894                 | .14123     | .740  |
|                    |                 | Russia          | .2599                 | .15387     | 1.000 |
|                    |                 | Singapore       | .2862                 | .12690     | 1.000 |
|                    |                 | Spain           | -.0651                | .17516     | 1.000 |
|                    |                 | Switzerland     | .2894                 | .14123     | 1.000 |
| Turkey             | -.1744          | .13789          | 1.000                 |            |       |
| Venezuela          | -.6088          | .14083          | .664                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Mexico          | America         | .4369                 | .10960     | .821  |
|                    |                 | Argentina       | .2833                 | .14396     | 1.000 |
|                    |                 | Australia       | .7360                 | .17704     | .747  |
|                    |                 | Brazil          | .0008                 | .12099     | 1.000 |
|                    |                 | GB              | .9891*                | .11790     | .000  |
|                    |                 | Canada          | .6469                 | .15324     | .716  |
|                    |                 | China           | .1846                 | .17275     | 1.000 |
|                    |                 | Netherlands     | .2913                 | .12874     | 1.000 |
|                    |                 | Philippines     | -.1121                | .14568     | 1.000 |
|                    |                 | France          | .5147                 | .13751     | .901  |
|                    |                 | Germany         | 1.0024*               | .14094     | .001  |
|                    |                 | India           | .3033                 | .14238     | 1.000 |
|                    |                 | Indonesia       | -.1417                | .17554     | 1.000 |
|                    |                 | Japan           | .8446*                | .12431     | .002  |
|                    |                 | Malaysia        | .3484                 | .14859     | 1.000 |
|                    |                 | Poland          | .9377*                | .14355     | .005  |
|                    |                 | Russia          | .6083                 | .15599     | .853  |
|                    |                 | Singapore       | .6346                 | .12947     | .347  |
|                    |                 | Spain           | .2833                 | .17704     | 1.000 |
|                    |                 | Switzerland     | .6377                 | .14355     | .599  |
| Turkey             | .1739           | .14026          | 1.000                 |            |       |
| Venezuela          | -.2604          | .14315          | 1.000                 |            |       |
|                    | Poland          | America         | -.5009                | .09940     | .280  |
|                    |                 | Argentina       | -.6544                | .13635     | .400  |
|                    |                 | Australia       | -.2018                | .17091     | 1.000 |
|                    |                 | Brazil          | -.9370*               | .11184     | .000  |
|                    |                 | GB              | .0513                 | .10848     | 1.000 |
|                    |                 | Canada          | -.2908                | .14612     | 1.000 |
|                    |                 | China           | -.7531                | .16647     | .554  |
|                    |                 | Netherlands     | -.6464                | .12017     | .148  |
|                    |                 | Philippines     | -1.0498*              | .13817     | .000  |
|                    |                 | France          | -.4230                | .12953     | .979  |
|                    |                 | Germany         | .0647                 | .13316     | 1.000 |
|                    |                 | India           | -.6345                | .13469     | .449  |
|                    |                 | Indonesia       | -1.0794*              | .16936     | .009  |
|                    |                 | Japan           | -.0932                | .11541     | 1.000 |
|                    |                 | Malaysia        | -.5894                | .14123     | .740  |
|                    |                 | Mexico          | -.9377*               | .14355     | .005  |
|                    |                 | Russia          | -.3294                | .14900     | 1.000 |
|                    |                 | Singapore       | -.3031                | .12096     | 1.000 |
|                    |                 | Spain           | -.6545                | .17091     | .876  |
|                    |                 | Switzerland     | -.3000                | .13592     | 1.000 |
| Turkey             | -.7638          | .13244          | .059                  |            |       |
| Venezuela          | -1.1982*        | .13550          | .000                  |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Russia          | America         | -.1714                | .11665     | 1.000 |
|                    |                 | Argentina       | -.3250                | .14940     | 1.000 |
|                    |                 | Australia       | .1277                 | .18149     | 1.000 |
|                    |                 | Brazil          | -.6075                | .12741     | .417  |
|                    |                 | GB              | .3808                 | .12448     | .991  |
|                    |                 | Canada          | .0386                 | .15836     | 1.000 |
|                    |                 | China           | -.4237                | .17731     | 1.000 |
|                    |                 | Netherlands     | -.3170                | .13479     | 1.000 |
|                    |                 | Philippines     | -.7204                | .15106     | .417  |
|                    |                 | France          | -.0936                | .14320     | 1.000 |
|                    |                 | Germany         | .3941                 | .14649     | .999  |
|                    |                 | India           | -.3050                | .14788     | 1.000 |
|                    |                 | Indonesia       | -.7500                | .18003     | .743  |
|                    |                 | Japan           | .2363                 | .13057     | 1.000 |
|                    |                 | Malaysia        | -.2599                | .15387     | 1.000 |
|                    |                 | Mexico          | -.6083                | .15599     | .853  |
|                    |                 | Poland          | .3294                 | .14900     | 1.000 |
|                    |                 | Singapore       | .0263                 | .13549     | 1.000 |
|                    |                 | Spain           | -.3250                | .18149     | 1.000 |
|                    |                 | Switzerland     | .0294                 | .14900     | 1.000 |
| Turkey             | -.4344          | .14584          | .994                  |            |       |
| Venezuela          | -.8687*         | .14862          | .048                  |            |       |
|                    | Singapore       | America         | -.1977                | .07770     | .999  |
|                    |                 | Argentina       | -.3513                | .12144     | .996  |
|                    |                 | Australia       | .1014                 | .15927     | 1.000 |
|                    |                 | Brazil          | -.6338*               | .09308     | .002  |
|                    |                 | GB              | .3545                 | .08902     | .823  |
|                    |                 | Canada          | .0123                 | .13232     | 1.000 |
|                    |                 | China           | -.4500                | .15449     | .996  |
|                    |                 | Netherlands     | -.3433                | .10295     | .973  |
|                    |                 | Philippines     | -.7467*               | .12348     | .027  |
|                    |                 | France          | -.1199                | .11373     | 1.000 |
|                    |                 | Germany         | .3678                 | .11785     | .988  |
|                    |                 | India           | -.3313                | .11957     | .998  |
|                    |                 | Indonesia       | -.7763                | .15761     | .335  |
|                    |                 | Japan           | .2099                 | .09735     | 1.000 |
|                    |                 | Malaysia        | -.2862                | .12690     | 1.000 |
|                    |                 | Mexico          | -.6346                | .12947     | .347  |
|                    |                 | Poland          | .3031                 | .12096     | 1.000 |
|                    |                 | Russia          | -.0263                | .13549     | 1.000 |
|                    |                 | Spain           | -.3514                | .15927     | 1.000 |
|                    |                 | Switzerland     | .0031                 | .12096     | 1.000 |
| Turkey             | -.4607          | .11704          | .840                  |            |       |
| Venezuela          | -.8951*         | .12049          | .000                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 06 Normative       | Spain           | America         | .1536                 | .14358     | 1.000  |       |
|                    |                 | Argentina       | .0001                 | .17125     | 1.000  |       |
|                    |                 | Australia       | .4527                 | .19986     | 1.000  |       |
|                    |                 | Brazil          | -.2825                | .15245     | 1.000  |       |
|                    |                 | GB              | .7058                 | .15001     | .452   |       |
|                    |                 | Canada          | .3636                 | .17913     | 1.000  |       |
|                    |                 | China           | -.0986                | .19608     | 1.000  |       |
|                    |                 | Netherlands     | .0080                 | .15867     | 1.000  |       |
|                    |                 | Philippines     | -.3953                | .17270     | 1.000  |       |
|                    |                 | France          | .2315                 | .16587     | 1.000  |       |
|                    |                 | Germany         | .7192                 | .16872     | .696   |       |
|                    |                 | India           | .0200                 | .16993     | 1.000  |       |
|                    |                 | Indonesia       | -.4250                | .19854     | 1.000  |       |
|                    |                 | Japan           | .5613                 | .15510     | .930   |       |
|                    |                 | Malaysia        | .0651                 | .17516     | 1.000  |       |
|                    |                 | Mexico          | -.2833                | .17704     | 1.000  |       |
|                    |                 | Poland          | .6545                 | .17091     | .876   |       |
|                    |                 | Russia          | .3250                 | .18149     | 1.000  |       |
|                    |                 | Singapore       | .3514                 | .15927     | 1.000  |       |
|                    |                 | Switzerland     | .3545                 | .17091     | 1.000  |       |
|                    | Turkey          | -.1093          | .16815                | 1.000      |        |       |
|                    | Venezuela       | -.5437          | .17058                | .985       |        |       |
|                    |                 | Switzerland     | America               | -.2009     | .09940 | 1.000 |
|                    |                 |                 | Argentina             | -.3544     | .13635 | .999  |
|                    |                 |                 | Australia             | .0982      | .17091 | 1.000 |
|                    |                 |                 | Brazil                | -.6370     | .11184 | .071  |
|                    |                 |                 | GB                    | .3513      | .10848 | .981  |
|                    | Canada          |                 | .0092                 | .14612     | 1.000  |       |
|                    | China           |                 | -.4531                | .16647     | .998   |       |
|                    | Netherlands     | -.3464          | .12017                | .996       |        |       |
|                    | Philippines     | -.7498          | .13817                | .134       |        |       |
|                    | France          | -.1230          | .12953                | 1.000      |        |       |
|                    | Germany         | .3647           | .13316                | .998       |        |       |
|                    | India           | -.3345          | .13469                | 1.000      |        |       |
|                    | Indonesia       | -.7794          | .16936                | .510       |        |       |
|                    | Japan           | .2068           | .11541                | 1.000      |        |       |
|                    | Malaysia        | -.2894          | .14123                | 1.000      |        |       |
|                    | Mexico          | -.6377          | .14355                | .599       |        |       |
|                    | Poland          | .3000           | .13592                | 1.000      |        |       |
|                    | Russia          | -.0294          | .14900                | 1.000      |        |       |
|                    | Singapore       | -.0031          | .12096                | 1.000      |        |       |
|                    | Spain           | -.3545          | .17091                | 1.000      |        |       |
|                    | Turkey          | -.4638          | .13244                | .951       |        |       |
|                    | Venezuela       | -.8982*         | .13550                | .004       |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 06 Normative       | Turkey          | America         | .2629                 | .09459     | .998  |
|                    |                 | Argentina       | .1094                 | .13288     | 1.000 |
|                    |                 | Australia       | .5620                 | .16815     | .972  |
|                    |                 | Brazil          | -.1732                | .10758     | 1.000 |
|                    |                 | GB              | .8151*                | .10409     | .000  |
|                    |                 | Canada          | .4730                 | .14289     | .975  |
|                    |                 | China           | .0107                 | .16364     | 1.000 |
|                    |                 | Netherlands     | .1174                 | .11622     | 1.000 |
|                    |                 | Philippines     | -.2860                | .13475     | 1.000 |
|                    |                 | France          | .3408                 | .12587     | .999  |
|                    |                 | Germany         | .8285*                | .12960     | .009  |
|                    |                 | India           | .1293                 | .13117     | 1.000 |
|                    |                 | Indonesia       | -.3156                | .16658     | 1.000 |
|                    |                 | Japan           | .6706*                | .11129     | .029  |
|                    |                 | Malaysia        | .1744                 | .13789     | 1.000 |
|                    |                 | Mexico          | -.1739                | .14026     | 1.000 |
|                    |                 | Poland          | .7638                 | .13244     | .059  |
|                    |                 | Russia          | .4344                 | .14584     | .994  |
|                    |                 | Singapore       | .4607                 | .11704     | .840  |
|                    |                 | Spain           | .1093                 | .16815     | 1.000 |
| Switzerland        | .4638           | .13244          | .951                  |            |       |
| Venezuela          | -.4344          | .13201          | .977                  |            |       |
|                    | Venezuela       | America         | .6973*                | .09883     | .001  |
|                    |                 | Argentina       | .5438                 | .13593     | .815  |
|                    |                 | Australia       | .9964*                | .17058     | .049  |
|                    |                 | Brazil          | .2612                 | .11132     | 1.000 |
|                    |                 | GB              | 1.2495*               | .10795     | .000  |
|                    |                 | Canada          | .9074*                | .14573     | .015  |
|                    |                 | China           | .4451                 | .16613     | .999  |
|                    |                 | Netherlands     | .5518                 | .11970     | .506  |
|                    |                 | Philippines     | .1484                 | .13775     | 1.000 |
|                    |                 | France          | .7752*                | .12909     | .031  |
|                    |                 | Germany         | 1.2629*               | .13273     | .000  |
|                    |                 | India           | .5637                 | .13426     | .727  |
|                    |                 | Indonesia       | .1187                 | .16903     | 1.000 |
|                    |                 | Japan           | 1.1050*               | .11492     | .000  |
|                    |                 | Malaysia        | .6088                 | .14083     | .664  |
|                    |                 | Mexico          | .2604                 | .14315     | 1.000 |
|                    |                 | Poland          | 1.1982*               | .13550     | .000  |
|                    |                 | Russia          | .8687*                | .14862     | .048  |
|                    |                 | Singapore       | .8951*                | .12049     | .000  |
|                    |                 | Spain           | .5437                 | .17058     | .985  |
| Switzerland        | .8982*          | .13550          | .004                  |            |       |
| Turkey             | .4344           | .13201          | .977                  |            |       |

**Multiple Comparisons**

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | America         | Argentina       | -.1144                | .12341     | 1.000 |
|                    |                 | Australia       | .0041                 | .17722     | 1.000 |
|                    |                 | Brazil          | -.0016                | .07721     | 1.000 |
|                    |                 | GB              | .2642                 | .06954     | .885  |
|                    |                 | Canada          | .2599                 | .13941     | 1.000 |
|                    |                 | China           | .0154                 | .17066     | 1.000 |
|                    |                 | Netherlands     | .1175                 | .09439     | 1.000 |
|                    |                 | Philippines     | .0521                 | .12646     | 1.000 |
|                    |                 | France          | .0511                 | .11166     | 1.000 |
|                    |                 | Germany         | .0278                 | .11799     | 1.000 |
|                    |                 | India           | -.0519                | .12060     | 1.000 |
|                    |                 | Indonesia       | .3619                 | .17495     | 1.000 |
|                    |                 | Japan           | .3409                 | .08485     | .808  |
|                    |                 | Malaysia        | .0142                 | .13151     | 1.000 |
|                    |                 | Mexico          | .2551                 | .13528     | 1.000 |
|                    |                 | Poland          | .4696                 | .12269     | .876  |
|                    |                 | Russia          | .0139                 | .14398     | 1.000 |
|                    |                 | Singapore       | .2143                 | .09591     | 1.000 |
|                    |                 | Spain           | .0402                 | .17722     | 1.000 |
|                    |                 | Switzerland     | .1029                 | .12269     | 1.000 |
| Turkey             | -.1503          | .11675          | 1.000                 |            |       |
| Venezuela          | -.1749          | .12198          | 1.000                 |            |       |
|                    | Argentina       | America         | .1144                 | .12341     | 1.000 |
|                    |                 | Australia       | .1185                 | .21137     | 1.000 |
|                    |                 | Brazil          | .1128                 | .13868     | 1.000 |
|                    |                 | GB              | .3786                 | .13456     | .997  |
|                    |                 | Canada          | .3743                 | .18085     | 1.000 |
|                    |                 | China           | .1297                 | .20590     | 1.000 |
|                    |                 | Netherlands     | .2319                 | .14892     | 1.000 |
|                    |                 | Philippines     | .1664                 | .17106     | 1.000 |
|                    |                 | France          | .1655                 | .16043     | 1.000 |
|                    |                 | Germany         | .1422                 | .16489     | 1.000 |
|                    |                 | India           | .0625                 | .16677     | 1.000 |
|                    |                 | Indonesia       | .4762                 | .20947     | 1.000 |
|                    |                 | Japan           | .4553                 | .14307     | .985  |
|                    |                 | Malaysia        | .1285                 | .17483     | 1.000 |
|                    |                 | Mexico          | .3695                 | .17768     | 1.000 |
|                    |                 | Poland          | .5839                 | .16829     | .956  |
|                    |                 | Russia          | .1283                 | .18439     | 1.000 |
|                    |                 | Singapore       | .3287                 | .14989     | 1.000 |
|                    |                 | Spain           | .1545                 | .21137     | 1.000 |
|                    |                 | Switzerland     | .2172                 | .16829     | 1.000 |
| Turkey             | -.0360          | .16401          | 1.000                 |            |       |
| Venezuela          | -.0606          | .16778          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Australia       | America         | -.0041                | .17722     | 1.000 |
|                    |                 | Argentina       | -.1185                | .21137     | 1.000 |
|                    |                 | Brazil          | -.0057                | .18817     | 1.000 |
|                    |                 | GB              | .2601                 | .18515     | 1.000 |
|                    |                 | Canada          | .2558                 | .22109     | 1.000 |
|                    |                 | China           | .0113                 | .24201     | 1.000 |
|                    |                 | Netherlands     | .1134                 | .19584     | 1.000 |
|                    |                 | Philippines     | .0479                 | .21316     | 1.000 |
|                    |                 | France          | .0470                 | .20473     | 1.000 |
|                    |                 | Germany         | .0237                 | .20825     | 1.000 |
|                    |                 | India           | -.0560                | .20974     | 1.000 |
|                    |                 | Indonesia       | .3578                 | .24505     | 1.000 |
|                    |                 | Japan           | .3368                 | .19143     | 1.000 |
|                    |                 | Malaysia        | .0101                 | .21620     | 1.000 |
|                    |                 | Mexico          | .2510                 | .21851     | 1.000 |
|                    |                 | Poland          | .4654                 | .21095     | 1.000 |
|                    |                 | Russia          | .0098                 | .22400     | 1.000 |
|                    |                 | Singapore       | .2102                 | .19658     | 1.000 |
|                    |                 | Spain           | .0360                 | .24668     | 1.000 |
|                    |                 | Switzerland     | .0988                 | .21095     | 1.000 |
| Turkey             | -.1545          | .20755          | 1.000                 |            |       |
| Venezuela          | -.1791          | .21053          | 1.000                 |            |       |
|                    | Brazil          | America         | .0016                 | .07721     | 1.000 |
|                    |                 | Argentina       | -.1128                | .13868     | 1.000 |
|                    |                 | Australia       | .0057                 | .18817     | 1.000 |
|                    |                 | GB              | .2658                 | .09400     | .997  |
|                    |                 | Canada          | .2615                 | .15309     | 1.000 |
|                    |                 | China           | .0170                 | .18200     | 1.000 |
|                    |                 | Netherlands     | .1191                 | .11362     | 1.000 |
|                    |                 | Philippines     | .0536                 | .14139     | 1.000 |
|                    |                 | France          | .0527                 | .12833     | 1.000 |
|                    |                 | Germany         | .0294                 | .13387     | 1.000 |
|                    |                 | India           | -.0503                | .13618     | 1.000 |
|                    |                 | Indonesia       | .3635                 | .18603     | 1.000 |
|                    |                 | Japan           | .3425                 | .10583     | .981  |
|                    |                 | Malaysia        | .0158                 | .14593     | 1.000 |
|                    |                 | Mexico          | .2567                 | .14933     | 1.000 |
|                    |                 | Poland          | .4711                 | .13803     | .964  |
|                    |                 | Russia          | .0155                 | .15726     | 1.000 |
|                    |                 | Singapore       | .2159                 | .11489     | 1.000 |
|                    |                 | Spain           | .0417                 | .18817     | 1.000 |
|                    |                 | Switzerland     | .1045                 | .13803     | 1.000 |
| Turkey             | -.1488          | .13278          | 1.000                 |            |       |
| Venezuela          | -.1734          | .13740          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | GB              | America         | -.2642                | .06954     | .885  |
|                    |                 | Argentina       | -.3786                | .13456     | .997  |
|                    |                 | Australia       | -.2601                | .18515     | 1.000 |
|                    |                 | Brazil          | -.2658                | .09400     | .997  |
|                    |                 | Canada          | -.0043                | .14937     | 1.000 |
|                    |                 | China           | -.2489                | .17888     | 1.000 |
|                    |                 | Netherlands     | -.1467                | .10855     | 1.000 |
|                    |                 | Philippines     | -.2122                | .13735     | 1.000 |
|                    |                 | France          | -.2131                | .12387     | 1.000 |
|                    |                 | Germany         | -.2364                | .12960     | 1.000 |
|                    |                 | India           | -.3161                | .13198     | 1.000 |
|                    |                 | Indonesia       | .0976                 | .18298     | 1.000 |
|                    |                 | Japan           | .0766                 | .10037     | 1.000 |
|                    |                 | Malaysia        | -.2501                | .14202     | 1.000 |
|                    |                 | Mexico          | -.0091                | .14552     | 1.000 |
|                    |                 | Poland          | .2053                 | .13389     | 1.000 |
|                    |                 | Russia          | -.2503                | .15364     | 1.000 |
|                    |                 | Singapore       | -.0500                | .10988     | 1.000 |
|                    |                 | Spain           | -.2241                | .18515     | 1.000 |
|                    |                 | Switzerland     | -.1614                | .13389     | 1.000 |
| Turkey             | -.4146          | .12847          | .982                  |            |       |
| Venezuela          | -.4392          | .13324          | .976                  |            |       |
|                    | Canada          | America         | -.2599                | .13941     | 1.000 |
|                    |                 | Argentina       | -.3743                | .18085     | 1.000 |
|                    |                 | Australia       | -.2558                | .22109     | 1.000 |
|                    |                 | Brazil          | -.2615                | .15309     | 1.000 |
|                    |                 | GB              | .0043                 | .14937     | 1.000 |
|                    |                 | China           | -.2445                | .21587     | 1.000 |
|                    |                 | Netherlands     | -.1424                | .16243     | 1.000 |
|                    |                 | Philippines     | -.2079                | .18294     | 1.000 |
|                    |                 | France          | -.2088                | .17304     | 1.000 |
|                    |                 | Germany         | -.2321                | .17719     | 1.000 |
|                    |                 | India           | -.3118                | .17894     | 1.000 |
|                    |                 | Indonesia       | .1020                 | .21927     | 1.000 |
|                    |                 | Japan           | .0810                 | .15708     | 1.000 |
|                    |                 | Malaysia        | -.2457                | .18647     | 1.000 |
|                    |                 | Mexico          | -.0048                | .18914     | 1.000 |
|                    |                 | Poland          | .2096                 | .18035     | 1.000 |
|                    |                 | Russia          | -.2460                | .19546     | 1.000 |
|                    |                 | Singapore       | -.0456                | .16332     | 1.000 |
|                    |                 | Spain           | -.2198                | .22109     | 1.000 |
|                    |                 | Switzerland     | -.1570                | .18035     | 1.000 |
| Turkey             | -.4103          | .17636          | 1.000                 |            |       |
| Venezuela          | -.4349          | .17987          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 07 Encourager      | China           | America         | -.0154                | .17066     | 1.000  |       |
|                    |                 | Argentina       | -.1297                | .20590     | 1.000  |       |
|                    |                 | Australia       | -.0113                | .24201     | 1.000  |       |
|                    |                 | Brazil          | -.0170                | .18200     | 1.000  |       |
|                    |                 | GB              | .2489                 | .17888     | 1.000  |       |
|                    |                 | Canada          | .2445                 | .21587     | 1.000  |       |
|                    |                 | Netherlands     | .1021                 | .18993     | 1.000  |       |
|                    |                 | Philippines     | .0367                 | .20774     | 1.000  |       |
|                    |                 | France          | .0357                 | .19908     | 1.000  |       |
|                    |                 | Germany         | .0125                 | .20269     | 1.000  |       |
|                    |                 | India           | -.0673                | .20422     | 1.000  |       |
|                    |                 | Indonesia       | .3465                 | .24035     | 1.000  |       |
|                    |                 | Japan           | .3255                 | .18538     | 1.000  |       |
|                    |                 | Malaysia        | -.0012                | .21085     | 1.000  |       |
|                    |                 | Mexico          | .2397                 | .21322     | 1.000  |       |
|                    |                 | Poland          | .4542                 | .20547     | 1.000  |       |
|                    |                 | Russia          | -.0015                | .21885     | 1.000  |       |
|                    |                 | Singapore       | .1989                 | .19069     | 1.000  |       |
|                    |                 | Spain           | .0248                 | .24201     | 1.000  |       |
|                    |                 | Switzerland     | .0875                 | .20547     | 1.000  |       |
|                    | Turkey          | -.1657          | .20197                | 1.000      |        |       |
|                    | Venezuela       | -.1903          | .20504                | 1.000      |        |       |
|                    |                 | Netherlands     | America               | -.1175     | .09439 | 1.000 |
|                    |                 |                 | Argentina             | -.2319     | .14892 | 1.000 |
|                    |                 |                 | Australia             | -.1134     | .19584 | 1.000 |
|                    |                 |                 | Brazil                | -.1191     | .11362 | 1.000 |
|                    |                 |                 | GB                    | .1467      | .10855 | 1.000 |
|                    |                 |                 | Canada                | .1424      | .16243 | 1.000 |
|                    |                 |                 | China                 | -.1021     | .18993 | 1.000 |
|                    |                 |                 | Philippines           | -.0654     | .15145 | 1.000 |
|                    |                 |                 | France                | -.0664     | .13934 | 1.000 |
|                    |                 |                 | Germany               | -.0897     | .14446 | 1.000 |
|                    |                 |                 | India                 | -.1694     | .14660 | 1.000 |
|                    | Indonesia       |                 | .2444                 | .19379     | 1.000  |       |
|                    | Japan           |                 | .2234                 | .11894     | 1.000  |       |
|                    | Malaysia        | -.1033          | .15570                | 1.000      |        |       |
|                    | Mexico          | .1376           | .15889                | 1.000      |        |       |
|                    | Poland          | .3521           | .14832                | 1.000      |        |       |
|                    | Russia          | -.1036          | .16637                | 1.000      |        |       |
|                    | Singapore       | .0968           | .12706                | 1.000      |        |       |
|                    | Spain           | -.0773          | .19584                | 1.000      |        |       |
|                    | Switzerland     | -.0146          | .14832                | 1.000      |        |       |
|                    | Turkey          | -.2678          | .14345                | 1.000      |        |       |
|                    | Venezuela       | -.2924          | .14774                | 1.000      |        |       |

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Philippines     | America         | -.0521                | .12646     | 1.000 |
|                    |                 | Argentina       | -.1664                | .17106     | 1.000 |
|                    |                 | Australia       | -.0479                | .21316     | 1.000 |
|                    |                 | Brazil          | -.0536                | .14139     | 1.000 |
|                    |                 | GB              | .2122                 | .13735     | 1.000 |
|                    |                 | Canada          | .2079                 | .18294     | 1.000 |
|                    |                 | China           | -.0367                | .20774     | 1.000 |
|                    |                 | Netherlands     | .0654                 | .15145     | 1.000 |
|                    |                 | France          | -.0010                | .16278     | 1.000 |
|                    |                 | Germany         | -.0242                | .16718     | 1.000 |
|                    |                 | India           | -.1039                | .16904     | 1.000 |
|                    |                 | Indonesia       | .3098                 | .21127     | 1.000 |
|                    |                 | Japan           | .2888                 | .14571     | 1.000 |
|                    |                 | Malaysia        | -.0379                | .17699     | 1.000 |
|                    |                 | Mexico          | .2031                 | .17980     | 1.000 |
|                    |                 | Poland          | .4175                 | .17054     | 1.000 |
|                    |                 | Russia          | -.0381                | .18644     | 1.000 |
|                    |                 | Singapore       | .1622                 | .15241     | 1.000 |
|                    |                 | Spain           | -.0119                | .21316     | 1.000 |
|                    |                 | Switzerland     | .0508                 | .17054     | 1.000 |
| Turkey             | -.2024          | .16631          | 1.000                 |            |       |
| Venezuela          | -.2270          | .17003          | 1.000                 |            |       |
|                    | France          | America         | -.0511                | .11166     | 1.000 |
|                    |                 | Argentina       | -.1655                | .16043     | 1.000 |
|                    |                 | Australia       | -.0470                | .20473     | 1.000 |
|                    |                 | Brazil          | -.0527                | .12833     | 1.000 |
|                    |                 | GB              | .2131                 | .12387     | 1.000 |
|                    |                 | Canada          | .2088                 | .17304     | 1.000 |
|                    |                 | China           | -.0357                | .19908     | 1.000 |
|                    |                 | Netherlands     | .0664                 | .13934     | 1.000 |
|                    |                 | Philippines     | .0010                 | .16278     | 1.000 |
|                    |                 | Germany         | -.0233                | .15629     | 1.000 |
|                    |                 | India           | -.1030                | .15827     | 1.000 |
|                    |                 | Indonesia       | .3108                 | .20276     | 1.000 |
|                    |                 | Japan           | .2898                 | .13307     | 1.000 |
|                    |                 | Malaysia        | -.0369                | .16674     | 1.000 |
|                    |                 | Mexico          | .2040                 | .16973     | 1.000 |
|                    |                 | Poland          | .4185                 | .15987     | .999  |
|                    |                 | Russia          | -.0372                | .17674     | 1.000 |
|                    |                 | Singapore       | .1632                 | .14037     | 1.000 |
|                    |                 | Spain           | -.0109                | .20473     | 1.000 |
|                    |                 | Switzerland     | .0518                 | .15987     | 1.000 |
| Turkey             | -.2014          | .15536          | 1.000                 |            |       |
| Venezuela          | -.2260          | .15933          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Germany         | America         | -.0278                | .11799     | 1.000 |
|                    |                 | Argentina       | -.1422                | .16489     | 1.000 |
|                    |                 | Australia       | -.0237                | .20825     | 1.000 |
|                    |                 | Brazil          | -.0294                | .13387     | 1.000 |
|                    |                 | GB              | .2364                 | .12960     | 1.000 |
|                    |                 | Canada          | .2321                 | .17719     | 1.000 |
|                    |                 | China           | -.0125                | .20269     | 1.000 |
|                    |                 | Netherlands     | .0897                 | .14446     | 1.000 |
|                    |                 | Philippines     | .0242                 | .16718     | 1.000 |
|                    |                 | France          | .0233                 | .15629     | 1.000 |
|                    |                 | India           | -.0797                | .16280     | 1.000 |
|                    |                 | Indonesia       | .3340                 | .20631     | 1.000 |
|                    |                 | Japan           | .3131                 | .13842     | 1.000 |
|                    |                 | Malaysia        | -.0137                | .17104     | 1.000 |
|                    |                 | Mexico          | .2273                 | .17395     | 1.000 |
|                    |                 | Poland          | .4417                 | .16435     | .999  |
|                    |                 | Russia          | -.0139                | .18080     | 1.000 |
|                    |                 | Singapore       | .1865                 | .14546     | 1.000 |
|                    |                 | Spain           | .0123                 | .20825     | 1.000 |
|                    |                 | Switzerland     | .0750                 | .16435     | 1.000 |
| Turkey             | -.1782          | .15997          | 1.000                 |            |       |
| Venezuela          | -.2028          | .16382          | 1.000                 |            |       |
|                    | India           | America         | .0519                 | .12060     | 1.000 |
|                    |                 | Argentina       | -.0625                | .16677     | 1.000 |
|                    |                 | Australia       | .0560                 | .20974     | 1.000 |
|                    |                 | Brazil          | .0503                 | .13618     | 1.000 |
|                    |                 | GB              | .3161                 | .13198     | 1.000 |
|                    |                 | Canada          | .3118                 | .17894     | 1.000 |
|                    |                 | China           | .0673                 | .20422     | 1.000 |
|                    |                 | Netherlands     | .1694                 | .14660     | 1.000 |
|                    |                 | Philippines     | .1039                 | .16904     | 1.000 |
|                    |                 | France          | .1030                 | .15827     | 1.000 |
|                    |                 | Germany         | .0797                 | .16280     | 1.000 |
|                    |                 | Indonesia       | .4138                 | .20782     | 1.000 |
|                    |                 | Japan           | .3928                 | .14065     | .998  |
|                    |                 | Malaysia        | .0661                 | .17286     | 1.000 |
|                    |                 | Mexico          | .3070                 | .17574     | 1.000 |
|                    |                 | Poland          | .5214                 | .16624     | .988  |
|                    |                 | Russia          | .0658                 | .18252     | 1.000 |
|                    |                 | Singapore       | .2662                 | .14758     | 1.000 |
|                    |                 | Spain           | .0920                 | .20974     | 1.000 |
|                    |                 | Switzerland     | .1548                 | .16624     | 1.000 |
| Turkey             | -.0985          | .16190          | 1.000                 |            |       |
| Venezuela          | -.1231          | .16572          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Indonesia       | America         | -.3619                | .17495     | 1.000 |
|                    |                 | Argentina       | -.4762                | .20947     | 1.000 |
|                    |                 | Australia       | -.3578                | .24505     | 1.000 |
|                    |                 | Brazil          | -.3635                | .18603     | 1.000 |
|                    |                 | GB              | -.0976                | .18298     | 1.000 |
|                    |                 | Canada          | -.1020                | .21927     | 1.000 |
|                    |                 | China           | -.3465                | .24035     | 1.000 |
|                    |                 | Netherlands     | -.2444                | .19379     | 1.000 |
|                    |                 | Philippines     | -.3098                | .21127     | 1.000 |
|                    |                 | France          | -.3108                | .20276     | 1.000 |
|                    |                 | Germany         | -.3340                | .20631     | 1.000 |
|                    |                 | India           | -.4138                | .20782     | 1.000 |
|                    |                 | Japan           | -.0210                | .18933     | 1.000 |
|                    |                 | Malaysia        | -.3477                | .21434     | 1.000 |
|                    |                 | Mexico          | -.1067                | .21667     | 1.000 |
|                    |                 | Poland          | .1077                 | .20904     | 1.000 |
|                    |                 | Russia          | -.3480                | .22221     | 1.000 |
|                    |                 | Singapore       | -.1476                | .19453     | 1.000 |
|                    |                 | Spain           | -.3217                | .24505     | 1.000 |
|                    |                 | Switzerland     | -.2590                | .20904     | 1.000 |
| Turkey             | -.5122          | .20561          | 1.000                 |            |       |
| Venezuela          | -.5368          | .20862          | .999                  |            |       |
|                    | Japan           | America         | -.3409                | .08485     | .808  |
|                    |                 | Argentina       | -.4553                | .14307     | .985  |
|                    |                 | Australia       | -.3368                | .19143     | 1.000 |
|                    |                 | Brazil          | -.3425                | .10583     | .981  |
|                    |                 | GB              | -.0766                | .10037     | 1.000 |
|                    |                 | Canada          | -.0810                | .15708     | 1.000 |
|                    |                 | China           | -.3255                | .18538     | 1.000 |
|                    |                 | Netherlands     | -.2234                | .11894     | 1.000 |
|                    |                 | Philippines     | -.2888                | .14571     | 1.000 |
|                    |                 | France          | -.2898                | .13307     | 1.000 |
|                    |                 | Germany         | -.3131                | .13842     | 1.000 |
|                    |                 | India           | -.3928                | .14065     | .998  |
|                    |                 | Indonesia       | .0210                 | .18933     | 1.000 |
|                    |                 | Malaysia        | -.3267                | .15012     | 1.000 |
|                    |                 | Mexico          | -.0858                | .15343     | 1.000 |
|                    |                 | Poland          | .1287                 | .14245     | 1.000 |
|                    |                 | Russia          | -.3270                | .16115     | 1.000 |
|                    |                 | Singapore       | -.1266                | .12015     | 1.000 |
|                    |                 | Spain           | -.3007                | .19143     | 1.000 |
|                    |                 | Switzerland     | -.2380                | .14245     | 1.000 |
| Turkey             | -.4912          | .13736          | .939                  |            |       |
| Venezuela          | -.5158          | .14184          | .926                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Malaysia        | America         | -.0142                | .13151     | 1.000 |
|                    |                 | Argentina       | -.1285                | .17483     | 1.000 |
|                    |                 | Australia       | -.0101                | .21620     | 1.000 |
|                    |                 | Brazil          | -.0158                | .14593     | 1.000 |
|                    |                 | GB              | .2501                 | .14202     | 1.000 |
|                    |                 | Canada          | .2457                 | .18647     | 1.000 |
|                    |                 | China           | .0012                 | .21085     | 1.000 |
|                    |                 | Netherlands     | .1033                 | .15570     | 1.000 |
|                    |                 | Philippines     | .0379                 | .17699     | 1.000 |
|                    |                 | France          | .0369                 | .16674     | 1.000 |
|                    |                 | Germany         | .0137                 | .17104     | 1.000 |
|                    |                 | India           | -.0661                | .17286     | 1.000 |
|                    |                 | Indonesia       | .3477                 | .21434     | 1.000 |
|                    |                 | Japan           | .3267                 | .15012     | 1.000 |
|                    |                 | Mexico          | .2410                 | .18340     | 1.000 |
|                    |                 | Poland          | .4554                 | .17432     | .999  |
|                    |                 | Russia          | -.0003                | .18991     | 1.000 |
|                    |                 | Singapore       | .2001                 | .15663     | 1.000 |
|                    |                 | Spain           | .0260                 | .21620     | 1.000 |
|                    |                 | Switzerland     | .0887                 | .17432     | 1.000 |
| Turkey             | -.1645          | .17019          | 1.000                 |            |       |
| Venezuela          | -.1891          | .17382          | 1.000                 |            |       |
|                    | Mexico          | America         | -.2551                | .13528     | 1.000 |
|                    |                 | Argentina       | -.3695                | .17768     | 1.000 |
|                    |                 | Australia       | -.2510                | .21851     | 1.000 |
|                    |                 | Brazil          | -.2567                | .14933     | 1.000 |
|                    |                 | GB              | .0091                 | .14552     | 1.000 |
|                    |                 | Canada          | .0048                 | .18914     | 1.000 |
|                    |                 | China           | -.2397                | .21322     | 1.000 |
|                    |                 | Netherlands     | -.1376                | .15889     | 1.000 |
|                    |                 | Philippines     | -.2031                | .17980     | 1.000 |
|                    |                 | France          | -.2040                | .16973     | 1.000 |
|                    |                 | Germany         | -.2273                | .17395     | 1.000 |
|                    |                 | India           | -.3070                | .17574     | 1.000 |
|                    |                 | Indonesia       | .1067                 | .21667     | 1.000 |
|                    |                 | Japan           | .0858                 | .15343     | 1.000 |
|                    |                 | Malaysia        | -.2410                | .18340     | 1.000 |
|                    |                 | Poland          | .2144                 | .17718     | 1.000 |
|                    |                 | Russia          | -.2412                | .19254     | 1.000 |
|                    |                 | Singapore       | -.0408                | .15980     | 1.000 |
|                    |                 | Spain           | -.2150                | .21851     | 1.000 |
|                    |                 | Switzerland     | -.1522                | .17718     | 1.000 |
| Turkey             | -.4055          | .17311          | 1.000                 |            |       |
| Venezuela          | -.4301          | .17669          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Poland          | America         | -.4696                | .12269     | .876  |
|                    |                 | Argentina       | -.5839                | .16829     | .956  |
|                    |                 | Australia       | -.4654                | .21095     | 1.000 |
|                    |                 | Brazil          | -.4711                | .13803     | .964  |
|                    |                 | GB              | -.2053                | .13389     | 1.000 |
|                    |                 | Canada          | -.2096                | .18035     | 1.000 |
|                    |                 | China           | -.4542                | .20547     | 1.000 |
|                    |                 | Netherlands     | -.3521                | .14832     | 1.000 |
|                    |                 | Philippines     | -.4175                | .17054     | 1.000 |
|                    |                 | France          | -.4185                | .15987     | .999  |
|                    |                 | Germany         | -.4417                | .16435     | .999  |
|                    |                 | India           | -.5214                | .16624     | .988  |
|                    |                 | Indonesia       | -.1077                | .20904     | 1.000 |
|                    |                 | Japan           | -.1287                | .14245     | 1.000 |
|                    |                 | Malaysia        | -.4554                | .17432     | .999  |
|                    |                 | Mexico          | -.2144                | .17718     | 1.000 |
|                    |                 | Russia          | -.4556                | .18391     | 1.000 |
|                    |                 | Singapore       | -.2553                | .14930     | 1.000 |
|                    |                 | Spain           | -.4294                | .21095     | 1.000 |
|                    |                 | Switzerland     | -.3667                | .16776     | 1.000 |
| Turkey             | -.6199          | .16347          | .887                  |            |       |
| Venezuela          | -.6445          | .16724          | .868                  |            |       |
|                    | Russia          | America         | -.0139                | .14398     | 1.000 |
|                    |                 | Argentina       | -.1283                | .18439     | 1.000 |
|                    |                 | Australia       | -.0098                | .22400     | 1.000 |
|                    |                 | Brazil          | -.0155                | .15726     | 1.000 |
|                    |                 | GB              | .2503                 | .15364     | 1.000 |
|                    |                 | Canada          | .2460                 | .19546     | 1.000 |
|                    |                 | China           | .0015                 | .21885     | 1.000 |
|                    |                 | Netherlands     | .1036                 | .16637     | 1.000 |
|                    |                 | Philippines     | .0381                 | .18644     | 1.000 |
|                    |                 | France          | .0372                 | .17674     | 1.000 |
|                    |                 | Germany         | .0139                 | .18080     | 1.000 |
|                    |                 | India           | -.0658                | .18252     | 1.000 |
|                    |                 | Indonesia       | .3480                 | .22221     | 1.000 |
|                    |                 | Japan           | .3270                 | .16115     | 1.000 |
|                    |                 | Malaysia        | .0003                 | .18991     | 1.000 |
|                    |                 | Mexico          | .2412                 | .19254     | 1.000 |
|                    |                 | Poland          | .4556                 | .18391     | 1.000 |
|                    |                 | Singapore       | .2004                 | .16724     | 1.000 |
|                    |                 | Spain           | .0262                 | .22400     | 1.000 |
|                    |                 | Switzerland     | .0890                 | .18391     | 1.000 |
| Turkey             | -.1643          | .18000          | 1.000                 |            |       |
| Venezuela          | -.1889          | .18344          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 07 Encourager      | Singapore       | America         | -.2143                | .09591     | 1.000  |       |
|                    |                 | Argentina       | -.3287                | .14989     | 1.000  |       |
|                    |                 | Australia       | -.2102                | .19658     | 1.000  |       |
|                    |                 | Brazil          | -.2159                | .11489     | 1.000  |       |
|                    |                 | GB              | .0500                 | .10988     | 1.000  |       |
|                    |                 | Canada          | .0456                 | .16332     | 1.000  |       |
|                    |                 | China           | -.1989                | .19069     | 1.000  |       |
|                    |                 | Netherlands     | -.0968                | .12706     | 1.000  |       |
|                    |                 | Philippines     | -.1622                | .15241     | 1.000  |       |
|                    |                 | France          | -.1632                | .14037     | 1.000  |       |
|                    |                 | Germany         | -.1865                | .14546     | 1.000  |       |
|                    |                 | India           | -.2662                | .14758     | 1.000  |       |
|                    |                 | Indonesia       | .1476                 | .19453     | 1.000  |       |
|                    |                 | Japan           | .1266                 | .12015     | 1.000  |       |
|                    |                 | Malaysia        | -.2001                | .15663     | 1.000  |       |
|                    |                 | Mexico          | .0408                 | .15980     | 1.000  |       |
|                    |                 | Poland          | .2553                 | .14930     | 1.000  |       |
|                    |                 | Russia          | -.2004                | .16724     | 1.000  |       |
|                    |                 | Spain           | -.1741                | .19658     | 1.000  |       |
|                    |                 | Switzerland     | -.1114                | .14930     | 1.000  |       |
|                    | Turkey          | -.3646          | .14445                | 1.000      |        |       |
|                    | Venezuela       | -.3892          | .14871                | .999       |        |       |
|                    |                 | Spain           | America               | -.0402     | .17722 | 1.000 |
|                    |                 |                 | Argentina             | -.1545     | .21137 | 1.000 |
|                    |                 |                 | Australia             | -.0360     | .24668 | 1.000 |
|                    |                 |                 | Brazil                | -.0417     | .18817 | 1.000 |
|                    |                 |                 | GB                    | .2241      | .18515 | 1.000 |
|                    |                 |                 | Canada                | .2198      | .22109 | 1.000 |
|                    |                 |                 | China                 | -.0248     | .24201 | 1.000 |
|                    |                 |                 | Netherlands           | .0773      | .19584 | 1.000 |
|                    |                 |                 | Philippines           | .0119      | .21316 | 1.000 |
|                    |                 |                 | France                | .0109      | .20473 | 1.000 |
|                    |                 |                 | Germany               | -.0123     | .20825 | 1.000 |
|                    | India           |                 | -.0920                | .20974     | 1.000  |       |
|                    | Indonesia       |                 | .3217                 | .24505     | 1.000  |       |
|                    | Japan           | .3007           | .19143                | 1.000      |        |       |
|                    | Malaysia        | -.0260          | .21620                | 1.000      |        |       |
|                    | Mexico          | .2150           | .21851                | 1.000      |        |       |
|                    | Poland          | .4294           | .21095                | 1.000      |        |       |
|                    | Russia          | -.0262          | .22400                | 1.000      |        |       |
|                    | Singapore       | .1741           | .19658                | 1.000      |        |       |
|                    | Switzerland     | .0627           | .21095                | 1.000      |        |       |
|                    | Turkey          | -.1905          | .20755                | 1.000      |        |       |
|                    | Venezuela       | -.2151          | .21053                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Switzerland     | America         | -.1029                | .12269     | 1.000 |
|                    |                 | Argentina       | -.2172                | .16829     | 1.000 |
|                    |                 | Australia       | -.0988                | .21095     | 1.000 |
|                    |                 | Brazil          | -.1045                | .13803     | 1.000 |
|                    |                 | GB              | .1614                 | .13389     | 1.000 |
|                    |                 | Canada          | .1570                 | .18035     | 1.000 |
|                    |                 | China           | -.0875                | .20547     | 1.000 |
|                    |                 | Netherlands     | .0146                 | .14832     | 1.000 |
|                    |                 | Philippines     | -.0508                | .17054     | 1.000 |
|                    |                 | France          | -.0518                | .15987     | 1.000 |
|                    |                 | Germany         | -.0750                | .16435     | 1.000 |
|                    |                 | India           | -.1548                | .16624     | 1.000 |
|                    |                 | Indonesia       | .2590                 | .20904     | 1.000 |
|                    |                 | Japan           | .2380                 | .14245     | 1.000 |
|                    |                 | Malaysia        | -.0887                | .17432     | 1.000 |
|                    |                 | Mexico          | .1522                 | .17718     | 1.000 |
|                    |                 | Poland          | .3667                 | .16776     | 1.000 |
|                    |                 | Russia          | -.0890                | .18391     | 1.000 |
|                    |                 | Singapore       | .1114                 | .14930     | 1.000 |
|                    |                 | Spain           | -.0627                | .21095     | 1.000 |
| Turkey             | -.2532          | .16347          | 1.000                 |            |       |
| Venezuela          | -.2778          | .16724          | 1.000                 |            |       |
|                    | Turkey          | America         | .1503                 | .11675     | 1.000 |
|                    |                 | Argentina       | .0360                 | .16401     | 1.000 |
|                    |                 | Australia       | .1545                 | .20755     | 1.000 |
|                    |                 | Brazil          | .1488                 | .13278     | 1.000 |
|                    |                 | GB              | .4146                 | .12847     | .982  |
|                    |                 | Canada          | .4103                 | .17636     | 1.000 |
|                    |                 | China           | .1657                 | .20197     | 1.000 |
|                    |                 | Netherlands     | .2678                 | .14345     | 1.000 |
|                    |                 | Philippines     | .2024                 | .16631     | 1.000 |
|                    |                 | France          | .2014                 | .15536     | 1.000 |
|                    |                 | Germany         | .1782                 | .15997     | 1.000 |
|                    |                 | India           | .0985                 | .16190     | 1.000 |
|                    |                 | Indonesia       | .5122                 | .20561     | 1.000 |
|                    |                 | Japan           | .4912                 | .13736     | .939  |
|                    |                 | Malaysia        | .1645                 | .17019     | 1.000 |
|                    |                 | Mexico          | .4055                 | .17311     | 1.000 |
|                    |                 | Poland          | .6199                 | .16347     | .887  |
|                    |                 | Russia          | .1643                 | .18000     | 1.000 |
|                    |                 | Singapore       | .3646                 | .14445     | 1.000 |
|                    |                 | Spain           | .1905                 | .20755     | 1.000 |
| Switzerland        | .2532           | .16347          | 1.000                 |            |       |
| Venezuela          | -.0246          | .16293          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 07 Encourager      | Venezuela       | America         | .1749                 | .12198     | 1.000 |
|                    |                 | Argentina       | .0606                 | .16778     | 1.000 |
|                    |                 | Australia       | .1791                 | .21053     | 1.000 |
|                    |                 | Brazil          | .1734                 | .13740     | 1.000 |
|                    |                 | GB              | .4392                 | .13324     | .976  |
|                    |                 | Canada          | .4349                 | .17987     | 1.000 |
|                    |                 | China           | .1903                 | .20504     | 1.000 |
|                    |                 | Netherlands     | .2924                 | .14774     | 1.000 |
|                    |                 | Philippines     | .2270                 | .17003     | 1.000 |
|                    |                 | France          | .2260                 | .15933     | 1.000 |
|                    |                 | Germany         | .2028                 | .16382     | 1.000 |
|                    |                 | India           | .1231                 | .16572     | 1.000 |
|                    |                 | Indonesia       | .5368                 | .20862     | .999  |
|                    |                 | Japan           | .5158                 | .14184     | .926  |
|                    |                 | Malaysia        | .1891                 | .17382     | 1.000 |
|                    |                 | Mexico          | .4301                 | .17669     | 1.000 |
|                    |                 | Poland          | .6445                 | .16724     | .868  |
|                    |                 | Russia          | .1889                 | .18344     | 1.000 |
|                    |                 | Singapore       | .3892                 | .14871     | .999  |
|                    |                 | Spain           | .2151                 | .21053     | 1.000 |
| Switzerland        | .2778           | .16724          | 1.000                 |            |       |
| Turkey             | .0246           | .16293          | 1.000                 |            |       |
| 08 Loner           | America         | Argentina       | .1996                 | .11786     | 1.000 |
|                    |                 | Australia       | -.3738                | .16924     | 1.000 |
|                    |                 | Brazil          | .0458                 | .07374     | 1.000 |
|                    |                 | GB              | -.2522                | .06641     | .885  |
|                    |                 | Canada          | -.1657                | .13314     | 1.000 |
|                    |                 | China           | -.0893                | .16298     | 1.000 |
|                    |                 | Netherlands     | -.0012                | .09014     | 1.000 |
|                    |                 | Philippines     | .1612                 | .12076     | 1.000 |
|                    |                 | France          | -.2137                | .10664     | 1.000 |
|                    |                 | Germany         | -.1557                | .11268     | 1.000 |
|                    |                 | India           | -.2075                | .11517     | 1.000 |
|                    |                 | Indonesia       | -.4933                | .16707     | .995  |
|                    |                 | Japan           | -.1317                | .08104     | 1.000 |
|                    |                 | Malaysia        | .1050                 | .12560     | 1.000 |
|                    |                 | Mexico          | -.3143                | .12919     | 1.000 |
|                    |                 | Poland          | -.0018                | .11717     | 1.000 |
|                    |                 | Russia          | .5710                 | .13750     | .749  |
|                    |                 | Singapore       | -.0214                | .09159     | 1.000 |
|                    |                 | Spain           | .0046                 | .16924     | 1.000 |
|                    |                 | Switzerland     | .0023                 | .11717     | 1.000 |
| Turkey             | .3029           | .11149          | .998                  |            |       |
| Venezuela          | .2667           | .11649          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loner           | Argentina       | America         | -.1996                | .11786     | 1.000 |
|                    |                 | Australia       | -.5734                | .20185     | .997  |
|                    |                 | Brazil          | -.1537                | .13244     | 1.000 |
|                    |                 | GB              | -.4518                | .12850     | .949  |
|                    |                 | Canada          | -.3653                | .17271     | 1.000 |
|                    |                 | China           | -.2889                | .19663     | 1.000 |
|                    |                 | Netherlands     | -.2008                | .14222     | 1.000 |
|                    |                 | Philippines     | -.0384                | .16336     | 1.000 |
|                    |                 | France          | -.4132                | .15321     | .999  |
|                    |                 | Germany         | -.3553                | .15747     | 1.000 |
|                    |                 | India           | -.4071                | .15927     | .999  |
|                    |                 | Indonesia       | -.6929                | .20004     | .957  |
|                    |                 | Japan           | -.3312                | .13663     | 1.000 |
|                    |                 | Malaysia        | -.0946                | .16696     | 1.000 |
|                    |                 | Mexico          | -.5139                | .16968     | .992  |
|                    |                 | Poland          | -.2014                | .16072     | 1.000 |
|                    |                 | Russia          | .3715                 | .17609     | 1.000 |
|                    |                 | Singapore       | -.2210                | .14315     | 1.000 |
|                    |                 | Spain           | -.1950                | .20185     | 1.000 |
|                    |                 | Switzerland     | -.1973                | .16072     | 1.000 |
| Turkey             | .1033           | .15663          | 1.000                 |            |       |
| Venezuela          | .0671           | .16022          | 1.000                 |            |       |
|                    | Australia       | America         | .3738                 | .16924     | 1.000 |
|                    |                 | Argentina       | .5734                 | .20185     | .997  |
|                    |                 | Brazil          | .4196                 | .17970     | 1.000 |
|                    |                 | GB              | .1216                 | .17682     | 1.000 |
|                    |                 | Canada          | .2081                 | .21114     | 1.000 |
|                    |                 | China           | .2845                 | .23112     | 1.000 |
|                    |                 | Netherlands     | .3726                 | .18703     | 1.000 |
|                    |                 | Philippines     | .5350                 | .20356     | .999  |
|                    |                 | France          | .1601                 | .19551     | 1.000 |
|                    |                 | Germany         | .2181                 | .19887     | 1.000 |
|                    |                 | India           | .1663                 | .20030     | 1.000 |
|                    |                 | Indonesia       | -.1195                | .23403     | 1.000 |
|                    |                 | Japan           | .2421                 | .18282     | 1.000 |
|                    |                 | Malaysia        | .4788                 | .20647     | 1.000 |
|                    |                 | Mexico          | .0595                 | .20867     | 1.000 |
|                    |                 | Poland          | .3720                 | .20145     | 1.000 |
|                    |                 | Russia          | .9448                 | .21392     | .614  |
|                    |                 | Singapore       | .3524                 | .18773     | 1.000 |
|                    |                 | Spain           | .3784                 | .23558     | 1.000 |
|                    |                 | Switzerland     | .3761                 | .20145     | 1.000 |
| Turkey             | .6767           | .19820          | .964                  |            |       |
| Venezuela          | .6405           | .20106          | .985                  |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loner           | Brazil          | America         | -.0458                | .07374     | 1.000 |
|                    |                 | Argentina       | .1537                 | .13244     | 1.000 |
|                    |                 | Australia       | -.4196                | .17970     | 1.000 |
|                    |                 | GB              | -.2981                | .08977     | .974  |
|                    |                 | Canada          | -.2115                | .14620     | 1.000 |
|                    |                 | China           | -.1352                | .17381     | 1.000 |
|                    |                 | Netherlands     | -.0470                | .10851     | 1.000 |
|                    |                 | Philippines     | .1154                 | .13503     | 1.000 |
|                    |                 | France          | -.2595                | .12255     | 1.000 |
|                    |                 | Germany         | -.2016                | .12784     | 1.000 |
|                    |                 | India           | -.2533                | .13005     | 1.000 |
|                    |                 | Indonesia       | -.5391                | .17766     | .992  |
|                    |                 | Japan           | -.1775                | .10107     | 1.000 |
|                    |                 | Malaysia        | .0591                 | .13937     | 1.000 |
|                    |                 | Mexico          | -.3602                | .14261     | 1.000 |
|                    |                 | Poland          | -.0477                | .13182     | 1.000 |
|                    |                 | Russia          | .5252                 | .15018     | .952  |
|                    |                 | Singapore       | -.0672                | .10971     | 1.000 |
|                    |                 | Spain           | -.0413                | .17970     | 1.000 |
|                    |                 | Switzerland     | -.0435                | .13182     | 1.000 |
| Turkey             | .2571           | .12680          | 1.000                 |            |       |
| Venezuela          | .2209           | .13122          | 1.000                 |            |       |
|                    | GB              | America         | .2522                 | .06641     | .885  |
|                    |                 | Argentina       | .4518                 | .12850     | .949  |
|                    |                 | Australia       | -.1216                | .17682     | 1.000 |
|                    |                 | Brazil          | .2981                 | .08977     | .974  |
|                    |                 | Canada          | .0865                 | .14264     | 1.000 |
|                    |                 | China           | .1629                 | .17083     | 1.000 |
|                    |                 | Netherlands     | .2510                 | .10367     | 1.000 |
|                    |                 | Philippines     | .4135                 | .13117     | .987  |
|                    |                 | France          | .0386                 | .11829     | 1.000 |
|                    |                 | Germany         | .0965                 | .12376     | 1.000 |
|                    |                 | India           | .0447                 | .12604     | 1.000 |
|                    |                 | Indonesia       | -.2410                | .17474     | 1.000 |
|                    |                 | Japan           | .1206                 | .09586     | 1.000 |
|                    |                 | Malaysia        | .3572                 | .13563     | .999  |
|                    |                 | Mexico          | -.0621                | .13897     | 1.000 |
|                    |                 | Poland          | .2504                 | .12787     | 1.000 |
|                    |                 | Russia          | .8233                 | .14673     | .088  |
|                    |                 | Singapore       | .2308                 | .10493     | 1.000 |
|                    |                 | Spain           | .2568                 | .17682     | 1.000 |
|                    |                 | Switzerland     | .2546                 | .12787     | 1.000 |
| Turkey             | .5551           | .12269          | .554                  |            |       |
| Venezuela          | .5190           | .12725          | .783                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 08 Loner           | Canada          | America         | .1657                 | .13314     | 1.000  |       |
|                    |                 | Argentina       | .3653                 | .17271     | 1.000  |       |
|                    |                 | Australia       | -.2081                | .21114     | 1.000  |       |
|                    |                 | Brazil          | .2115                 | .14620     | 1.000  |       |
|                    |                 | GB              | -.0865                | .14264     | 1.000  |       |
|                    |                 | China           | .0764                 | .20615     | 1.000  |       |
|                    |                 | Netherlands     | .1645                 | .15512     | 1.000  |       |
|                    |                 | Philippines     | .3269                 | .17470     | 1.000  |       |
|                    |                 | France          | -.0480                | .16525     | 1.000  |       |
|                    |                 | Germany         | .0100                 | .16921     | 1.000  |       |
|                    |                 | India           | -.0418                | .17088     | 1.000  |       |
|                    |                 | Indonesia       | -.3276                | .20940     | 1.000  |       |
|                    |                 | Japan           | .0341                 | .15001     | 1.000  |       |
|                    |                 | Malaysia        | .2707                 | .17808     | 1.000  |       |
|                    |                 | Mexico          | -.1486                | .18063     | 1.000  |       |
|                    |                 | Poland          | .1639                 | .17224     | 1.000  |       |
|                    |                 | Russia          | .7367                 | .18667     | .836   |       |
|                    | Singapore       | .1443           | .15597                | 1.000      |        |       |
|                    | Spain           | .1703           | .21114                | 1.000      |        |       |
|                    | Switzerland     | .1680           | .17224                | 1.000      |        |       |
|                    | Turkey          | .4686           | .16843                | .998       |        |       |
|                    | Venezuela       | .4324           | .17178                | 1.000      |        |       |
|                    |                 | China           | America               | .0893      | .16298 | 1.000 |
|                    |                 |                 | Argentina             | .2889      | .19663 | 1.000 |
|                    |                 |                 | Australia             | -.2845     | .23112 | 1.000 |
|                    |                 |                 | Brazil                | .1352      | .17381 | 1.000 |
|                    |                 |                 | GB                    | -.1629     | .17083 | 1.000 |
|                    | Canada          |                 | -.0764                | .20615     | 1.000  |       |
|                    | Netherlands     |                 | .0881                 | .18138     | 1.000  |       |
|                    | Philippines     |                 | .2506                 | .19839     | 1.000  |       |
|                    | France          |                 | -.1243                | .19012     | 1.000  |       |
|                    | Germany         |                 | -.0664                | .19357     | 1.000  |       |
|                    | India           | -.1182          | .19503                | 1.000      |        |       |
|                    | Indonesia       | -.4039          | .22954                | 1.000      |        |       |
|                    | Japan           | -.0423          | .17703                | 1.000      |        |       |
|                    | Malaysia        | .1943           | .20136                | 1.000      |        |       |
|                    | Mexico          | -.2250          | .20363                | 1.000      |        |       |
|                    | Poland          | .0875           | .19622                | 1.000      |        |       |
|                    | Russia          | .6604           | .20900                | .986       |        |       |
|                    | Singapore       | .0679           | .18210                | 1.000      |        |       |
|                    | Spain           | .0939           | .23112                | 1.000      |        |       |
|                    | Switzerland     | .0917           | .19622                | 1.000      |        |       |
|                    | Turkey          | .3922           | .19288                | 1.000      |        |       |
|                    | Venezuela       | .3561           | .19581                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loners          | Netherlands     | America         | .0012                 | .09014     | 1.000 |
|                    |                 | Argentina       | .2008                 | .14222     | 1.000 |
|                    |                 | Australia       | -.3726                | .18703     | 1.000 |
|                    |                 | Brazil          | .0470                 | .10851     | 1.000 |
|                    |                 | GB              | -.2510                | .10367     | 1.000 |
|                    |                 | Canada          | -.1645                | .15512     | 1.000 |
|                    |                 | China           | -.0881                | .18138     | 1.000 |
|                    |                 | Philippines     | .1624                 | .14464     | 1.000 |
|                    |                 | France          | -.2125                | .13307     | 1.000 |
|                    |                 | Germany         | -.1545                | .13796     | 1.000 |
|                    |                 | India           | -.2063                | .14000     | 1.000 |
|                    |                 | Indonesia       | -.4921                | .18507     | .999  |
|                    |                 | Japan           | -.1305                | .11359     | 1.000 |
|                    |                 | Malaysia        | .1062                 | .14870     | 1.000 |
|                    |                 | Mexico          | -.3131                | .15174     | 1.000 |
|                    |                 | Poland          | -.0006                | .14165     | 1.000 |
|                    |                 | Russia          | .5722                 | .15888     | .934  |
|                    |                 | Singapore       | -.0202                | .12135     | 1.000 |
|                    |                 | Spain           | .0058                 | .18703     | 1.000 |
|                    |                 | Switzerland     | .0035                 | .14165     | 1.000 |
| Turkey             | .3041           | .13699          | 1.000                 |            |       |
| Venezuela          | .2679           | .14109          | 1.000                 |            |       |
|                    | Philippines     | America         | -.1612                | .12076     | 1.000 |
|                    |                 | Argentina       | .0384                 | .16336     | 1.000 |
|                    |                 | Australia       | -.5350                | .20356     | .999  |
|                    |                 | Brazil          | -.1154                | .13503     | 1.000 |
|                    |                 | GB              | -.4135                | .13117     | .987  |
|                    |                 | Canada          | -.3269                | .17470     | 1.000 |
|                    |                 | China           | -.2506                | .19839     | 1.000 |
|                    |                 | Netherlands     | -.1624                | .14464     | 1.000 |
|                    |                 | France          | -.3749                | .15545     | 1.000 |
|                    |                 | Germany         | -.3169                | .15966     | 1.000 |
|                    |                 | India           | -.3687                | .16143     | 1.000 |
|                    |                 | Indonesia       | -.6545                | .20176     | .981  |
|                    |                 | Japan           | -.2929                | .13915     | 1.000 |
|                    |                 | Malaysia        | -.0562                | .16902     | 1.000 |
|                    |                 | Mexico          | -.4756                | .17171     | .998  |
|                    |                 | Poland          | -.1631                | .16286     | 1.000 |
|                    |                 | Russia          | .4098                 | .17805     | 1.000 |
|                    |                 | Singapore       | -.1826                | .14555     | 1.000 |
|                    |                 | Spain           | -.1566                | .20356     | 1.000 |
|                    |                 | Switzerland     | -.1589                | .16286     | 1.000 |
| Turkey             | .1417           | .15883          | 1.000                 |            |       |
| Venezuela          | .1055           | .16237          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loner           | France          | America         | .2137                 | .10664     | 1.000 |
|                    |                 | Argentina       | .4132                 | .15321     | .999  |
|                    |                 | Australia       | -.1601                | .19551     | 1.000 |
|                    |                 | Brazil          | .2595                 | .12255     | 1.000 |
|                    |                 | GB              | -.0386                | .11829     | 1.000 |
|                    |                 | Canada          | .0480                 | .16525     | 1.000 |
|                    |                 | China           | .1243                 | .19012     | 1.000 |
|                    |                 | Netherlands     | .2125                 | .13307     | 1.000 |
|                    |                 | Philippines     | .3749                 | .15545     | 1.000 |
|                    |                 | Germany         | .0579                 | .14926     | 1.000 |
|                    |                 | India           | .0061                 | .15115     | 1.000 |
|                    |                 | Indonesia       | -.2796                | .19364     | 1.000 |
|                    |                 | Japan           | .0820                 | .12708     | 1.000 |
|                    |                 | Malaysia        | .3186                 | .15924     | 1.000 |
|                    |                 | Mexico          | -.1007                | .16209     | 1.000 |
|                    |                 | Poland          | .2118                 | .15268     | 1.000 |
|                    |                 | Russia          | .7847                 | .16879     | .483  |
|                    |                 | Singapore       | .1923                 | .13406     | 1.000 |
|                    |                 | Spain           | .2182                 | .19551     | 1.000 |
|                    |                 | Switzerland     | .2160                 | .15268     | 1.000 |
| Turkey             | .5165           | .14837          | .955                  |            |       |
| Venezuela          | .4804           | .15216          | .986                  |            |       |
|                    | Germany         | America         | .1557                 | .11268     | 1.000 |
|                    |                 | Argentina       | .3553                 | .15747     | 1.000 |
|                    |                 | Australia       | -.2181                | .19887     | 1.000 |
|                    |                 | Brazil          | .2016                 | .12784     | 1.000 |
|                    |                 | GB              | -.0965                | .12376     | 1.000 |
|                    |                 | Canada          | -.0100                | .16921     | 1.000 |
|                    |                 | China           | .0664                 | .19357     | 1.000 |
|                    |                 | Netherlands     | .1545                 | .13796     | 1.000 |
|                    |                 | Philippines     | .3169                 | .15966     | 1.000 |
|                    |                 | France          | -.0579                | .14926     | 1.000 |
|                    |                 | India           | -.0518                | .15547     | 1.000 |
|                    |                 | Indonesia       | -.3376                | .19703     | 1.000 |
|                    |                 | Japan           | .0241                 | .13219     | 1.000 |
|                    |                 | Malaysia        | .2607                 | .16334     | 1.000 |
|                    |                 | Mexico          | -.1586                | .16612     | 1.000 |
|                    |                 | Poland          | .1539                 | .15696     | 1.000 |
|                    |                 | Russia          | .7268                 | .17267     | .722  |
|                    |                 | Singapore       | .1343                 | .13891     | 1.000 |
|                    |                 | Spain           | .1603                 | .19887     | 1.000 |
|                    |                 | Switzerland     | .1580                 | .15696     | 1.000 |
| Turkey             | .4586           | .15277          | .993                  |            |       |
| Venezuela          | .4224           | .15645          | .999                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loners          | India           | America         | .2075                 | .11517     | 1.000 |
|                    |                 | Argentina       | .4071                 | .15927     | .999  |
|                    |                 | Australia       | -.1663                | .20030     | 1.000 |
|                    |                 | Brazil          | .2533                 | .13005     | 1.000 |
|                    |                 | GB              | -.0447                | .12604     | 1.000 |
|                    |                 | Canada          | .0418                 | .17088     | 1.000 |
|                    |                 | China           | .1182                 | .19503     | 1.000 |
|                    |                 | Netherlands     | .2063                 | .14000     | 1.000 |
|                    |                 | Philippines     | .3687                 | .16143     | 1.000 |
|                    |                 | France          | -.0061                | .15115     | 1.000 |
|                    |                 | Germany         | .0518                 | .15547     | 1.000 |
|                    |                 | Indonesia       | -.2858                | .19847     | 1.000 |
|                    |                 | Japan           | .0759                 | .13432     | 1.000 |
|                    |                 | Malaysia        | .3125                 | .16508     | 1.000 |
|                    |                 | Mexico          | -.1068                | .16783     | 1.000 |
|                    |                 | Poland          | .2057                 | .15876     | 1.000 |
|                    |                 | Russia          | .7786                 | .17431     | .586  |
|                    |                 | Singapore       | .1861                 | .14094     | 1.000 |
|                    |                 | Spain           | .2121                 | .20030     | 1.000 |
|                    |                 | Switzerland     | .2098                 | .15876     | 1.000 |
| Turkey             | .5104           | .15462          | .976                  |            |       |
| Venezuela          | .4742           | .15826          | .993                  |            |       |
|                    | Indonesia       | America         | .4933                 | .16707     | .995  |
|                    |                 | Argentina       | .6929                 | .20004     | .957  |
|                    |                 | Australia       | .1195                 | .23403     | 1.000 |
|                    |                 | Brazil          | .5391                 | .17766     | .992  |
|                    |                 | GB              | .2410                 | .17474     | 1.000 |
|                    |                 | Canada          | .3276                 | .20940     | 1.000 |
|                    |                 | China           | .4039                 | .22954     | 1.000 |
|                    |                 | Netherlands     | .4921                 | .18507     | .999  |
|                    |                 | Philippines     | .6545                 | .20176     | .981  |
|                    |                 | France          | .2796                 | .19364     | 1.000 |
|                    |                 | Germany         | .3376                 | .19703     | 1.000 |
|                    |                 | India           | .2858                 | .19847     | 1.000 |
|                    |                 | Japan           | .3616                 | .18081     | 1.000 |
|                    |                 | Malaysia        | .5983                 | .20469     | .995  |
|                    |                 | Mexico          | .1789                 | .20692     | 1.000 |
|                    |                 | Poland          | .4914                 | .19963     | 1.000 |
|                    |                 | Russia          | 1.0643                | .21221     | .291  |
|                    |                 | Singapore       | .4719                 | .18578     | .999  |
|                    |                 | Spain           | .4979                 | .23403     | 1.000 |
|                    |                 | Switzerland     | .4956                 | .19963     | 1.000 |
| Turkey             | .7962           | .19635          | .793                  |            |       |
| Venezuela          | .7600           | .19923          | .880                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loners          | Japan           | America         | .1317                 | .08104     | 1.000 |
|                    |                 | Argentina       | .3312                 | .13663     | 1.000 |
|                    |                 | Australia       | -.2421                | .18282     | 1.000 |
|                    |                 | Brazil          | .1775                 | .10107     | 1.000 |
|                    |                 | GB              | -.1206                | .09586     | 1.000 |
|                    |                 | Canada          | -.0341                | .15001     | 1.000 |
|                    |                 | China           | .0423                 | .17703     | 1.000 |
|                    |                 | Netherlands     | .1305                 | .11359     | 1.000 |
|                    |                 | Philippines     | .2929                 | .13915     | 1.000 |
|                    |                 | France          | -.0820                | .12708     | 1.000 |
|                    |                 | Germany         | -.0241                | .13219     | 1.000 |
|                    |                 | India           | -.0759                | .13432     | 1.000 |
|                    |                 | Indonesia       | -.3616                | .18081     | 1.000 |
|                    |                 | Malaysia        | .2366                 | .14336     | 1.000 |
|                    |                 | Mexico          | -.1827                | .14652     | 1.000 |
|                    |                 | Poland          | .1298                 | .13604     | 1.000 |
|                    |                 | Russia          | .7027                 | .15390     | .530  |
|                    |                 | Singapore       | .1103                 | .11475     | 1.000 |
|                    |                 | Spain           | .1362                 | .18282     | 1.000 |
|                    |                 | Switzerland     | .1340                 | .13604     | 1.000 |
| Turkey             | .4345           | .13118          | .975                  |            |       |
| Venezuela          | .3984           | .13545          | .995                  |            |       |
|                    | Malaysia        | America         | -.1050                | .12560     | 1.000 |
|                    |                 | Argentina       | .0946                 | .16696     | 1.000 |
|                    |                 | Australia       | -.4788                | .20647     | 1.000 |
|                    |                 | Brazil          | -.0591                | .13937     | 1.000 |
|                    |                 | GB              | -.3572                | .13563     | .999  |
|                    |                 | Canada          | -.2707                | .17808     | 1.000 |
|                    |                 | China           | -.1943                | .20136     | 1.000 |
|                    |                 | Netherlands     | -.1062                | .14870     | 1.000 |
|                    |                 | Philippines     | .0562                 | .16902     | 1.000 |
|                    |                 | France          | -.3186                | .15924     | 1.000 |
|                    |                 | Germany         | -.2607                | .16334     | 1.000 |
|                    |                 | India           | -.3125                | .16508     | 1.000 |
|                    |                 | Indonesia       | -.5983                | .20469     | .995  |
|                    |                 | Japan           | -.2366                | .14336     | 1.000 |
|                    |                 | Mexico          | -.4193                | .17514     | 1.000 |
|                    |                 | Poland          | -.1068                | .16647     | 1.000 |
|                    |                 | Russia          | .4661                 | .18136     | .999  |
|                    |                 | Singapore       | -.1264                | .14958     | 1.000 |
|                    |                 | Spain           | -.1004                | .20647     | 1.000 |
|                    |                 | Switzerland     | -.1027                | .16647     | 1.000 |
| Turkey             | .1979           | .16253          | 1.000                 |            |       |
| Venezuela          | .1617           | .16600          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loners          | Mexico          | America         | .3143                 | .12919     | 1.000 |
|                    |                 | Argentina       | .5139                 | .16968     | .992  |
|                    |                 | Australia       | -.0595                | .20867     | 1.000 |
|                    |                 | Brazil          | .3602                 | .14261     | 1.000 |
|                    |                 | GB              | .0621                 | .13897     | 1.000 |
|                    |                 | Canada          | .1486                 | .18063     | 1.000 |
|                    |                 | China           | .2250                 | .20363     | 1.000 |
|                    |                 | Netherlands     | .3131                 | .15174     | 1.000 |
|                    |                 | Philippines     | .4756                 | .17171     | .998  |
|                    |                 | France          | .1007                 | .16209     | 1.000 |
|                    |                 | Germany         | .1586                 | .16612     | 1.000 |
|                    |                 | India           | .1068                 | .16783     | 1.000 |
|                    |                 | Indonesia       | -.1789                | .20692     | 1.000 |
|                    |                 | Japan           | .1827                 | .14652     | 1.000 |
|                    |                 | Malaysia        | .4193                 | .17514     | 1.000 |
|                    |                 | Poland          | .3125                 | .16920     | 1.000 |
|                    |                 | Russia          | .8854                 | .18387     | .392  |
|                    |                 | Singapore       | .2929                 | .15261     | 1.000 |
|                    |                 | Spain           | .3189                 | .20867     | 1.000 |
|                    |                 | Switzerland     | .3167                 | .16920     | 1.000 |
| Turkey             | .6172           | .16532          | .903                  |            |       |
| Venezuela          | .5811           | .16873          | .960                  |            |       |
|                    | Poland          | America         | .0018                 | .11717     | 1.000 |
|                    |                 | Argentina       | .2014                 | .16072     | 1.000 |
|                    |                 | Australia       | -.3720                | .20145     | 1.000 |
|                    |                 | Brazil          | .0477                 | .13182     | 1.000 |
|                    |                 | GB              | -.2504                | .12787     | 1.000 |
|                    |                 | Canada          | -.1639                | .17224     | 1.000 |
|                    |                 | China           | -.0875                | .19622     | 1.000 |
|                    |                 | Netherlands     | .0006                 | .14165     | 1.000 |
|                    |                 | Philippines     | .1631                 | .16286     | 1.000 |
|                    |                 | France          | -.2118                | .15268     | 1.000 |
|                    |                 | Germany         | -.1539                | .15696     | 1.000 |
|                    |                 | India           | -.2057                | .15876     | 1.000 |
|                    |                 | Indonesia       | -.4914                | .19963     | 1.000 |
|                    |                 | Japan           | -.1298                | .13604     | 1.000 |
|                    |                 | Malaysia        | .1068                 | .16647     | 1.000 |
|                    |                 | Mexico          | -.3125                | .16920     | 1.000 |
|                    |                 | Russia          | .5729                 | .17563     | .979  |
|                    |                 | Singapore       | -.0196                | .14258     | 1.000 |
|                    |                 | Spain           | .0064                 | .20145     | 1.000 |
|                    |                 | Switzerland     | .0042                 | .16021     | 1.000 |
| Turkey             | .3047           | .15611          | 1.000                 |            |       |
| Venezuela          | .2686           | .15972          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loner           | Russia          | America         | -.5710                | .13750     | .749  |
|                    |                 | Argentina       | -.3715                | .17609     | 1.000 |
|                    |                 | Australia       | -.9448                | .21392     | .614  |
|                    |                 | Brazil          | -.5252                | .15018     | .952  |
|                    |                 | GB              | -.8233                | .14673     | .088  |
|                    |                 | Canada          | -.7367                | .18667     | .836  |
|                    |                 | China           | -.6604                | .20900     | .986  |
|                    |                 | Netherlands     | -.5722                | .15888     | .934  |
|                    |                 | Philippines     | -.4098                | .17805     | 1.000 |
|                    |                 | France          | -.7847                | .16879     | .483  |
|                    |                 | Germany         | -.7268                | .17267     | .722  |
|                    |                 | India           | -.7786                | .17431     | .586  |
|                    |                 | Indonesia       | -1.0643               | .21221     | .291  |
|                    |                 | Japan           | -.7027                | .15390     | .530  |
|                    |                 | Malaysia        | -.4661                | .18136     | .999  |
|                    |                 | Mexico          | -.8854                | .18387     | .392  |
|                    |                 | Poland          | -.5729                | .17563     | .979  |
|                    |                 | Singapore       | -.5924                | .15971     | .909  |
|                    |                 | Spain           | -.5665                | .21392     | .999  |
|                    |                 | Switzerland     | -.5687                | .17563     | .981  |
| Turkey             | -.2682          | .17190          | 1.000                 |            |       |
| Venezuela          | -.3043          | .17518          | 1.000                 |            |       |
|                    | Singapore       | America         | .0214                 | .09159     | 1.000 |
|                    |                 | Argentina       | .2210                 | .14315     | 1.000 |
|                    |                 | Australia       | -.3524                | .18773     | 1.000 |
|                    |                 | Brazil          | .0672                 | .10971     | 1.000 |
|                    |                 | GB              | -.2308                | .10493     | 1.000 |
|                    |                 | Canada          | -.1443                | .15597     | 1.000 |
|                    |                 | China           | -.0679                | .18210     | 1.000 |
|                    |                 | Netherlands     | .0202                 | .12135     | 1.000 |
|                    |                 | Philippines     | .1826                 | .14555     | 1.000 |
|                    |                 | France          | -.1923                | .13406     | 1.000 |
|                    |                 | Germany         | -.1343                | .13891     | 1.000 |
|                    |                 | India           | -.1861                | .14094     | 1.000 |
|                    |                 | Indonesia       | -.4719                | .18578     | .999  |
|                    |                 | Japan           | -.1103                | .11475     | 1.000 |
|                    |                 | Malaysia        | .1264                 | .14958     | 1.000 |
|                    |                 | Mexico          | -.2929                | .15261     | 1.000 |
|                    |                 | Poland          | .0196                 | .14258     | 1.000 |
|                    |                 | Russia          | .5924                 | .15971     | .909  |
|                    |                 | Spain           | .0260                 | .18773     | 1.000 |
|                    |                 | Switzerland     | .0237                 | .14258     | 1.000 |
| Turkey             | .3243           | .13795          | 1.000                 |            |       |
| Venezuela          | .2881           | .14202          | 1.000                 |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loner           | Spain           | America         | -.0046                | .16924     | 1.000 |
|                    |                 | Argentina       | .1950                 | .20185     | 1.000 |
|                    |                 | Australia       | -.3784                | .23558     | 1.000 |
|                    |                 | Brazil          | .0413                 | .17970     | 1.000 |
|                    |                 | GB              | -.2568                | .17682     | 1.000 |
|                    |                 | Canada          | -.1703                | .21114     | 1.000 |
|                    |                 | China           | -.0939                | .23112     | 1.000 |
|                    |                 | Netherlands     | -.0058                | .18703     | 1.000 |
|                    |                 | Philippines     | .1566                 | .20356     | 1.000 |
|                    |                 | France          | -.2182                | .19551     | 1.000 |
|                    |                 | Germany         | -.1603                | .19887     | 1.000 |
|                    |                 | India           | -.2121                | .20030     | 1.000 |
|                    |                 | Indonesia       | -.4979                | .23403     | 1.000 |
|                    |                 | Japan           | -.1362                | .18282     | 1.000 |
|                    |                 | Malaysia        | .1004                 | .20647     | 1.000 |
|                    |                 | Mexico          | -.3189                | .20867     | 1.000 |
|                    |                 | Poland          | -.0064                | .20145     | 1.000 |
|                    |                 | Russia          | .5665                 | .21392     | .999  |
|                    |                 | Singapore       | -.0260                | .18773     | 1.000 |
|                    |                 | Switzerland     | -.0023                | .20145     | 1.000 |
| Turkey             | .2983           | .19820          | 1.000                 |            |       |
| Venezuela          | .2622           | .20106          | 1.000                 |            |       |
|                    | Switzerland     | America         | -.0023                | .11717     | 1.000 |
|                    |                 | Argentina       | .1973                 | .16072     | 1.000 |
|                    |                 | Australia       | -.3761                | .20145     | 1.000 |
|                    |                 | Brazil          | .0435                 | .13182     | 1.000 |
|                    |                 | GB              | -.2546                | .12787     | 1.000 |
|                    |                 | Canada          | -.1680                | .17224     | 1.000 |
|                    |                 | China           | -.0917                | .19622     | 1.000 |
|                    |                 | Netherlands     | -.0035                | .14165     | 1.000 |
|                    |                 | Philippines     | .1589                 | .16286     | 1.000 |
|                    |                 | France          | -.2160                | .15268     | 1.000 |
|                    |                 | Germany         | -.1580                | .15696     | 1.000 |
|                    |                 | India           | -.2098                | .15876     | 1.000 |
|                    |                 | Indonesia       | -.4956                | .19963     | 1.000 |
|                    |                 | Japan           | -.1340                | .13604     | 1.000 |
|                    |                 | Malaysia        | .1027                 | .16647     | 1.000 |
|                    |                 | Mexico          | -.3167                | .16920     | 1.000 |
|                    |                 | Poland          | -.0042                | .16021     | 1.000 |
|                    |                 | Russia          | .5687                 | .17563     | .981  |
|                    |                 | Singapore       | -.0237                | .14258     | 1.000 |
|                    |                 | Spain           | .0023                 | .20145     | 1.000 |
| Turkey             | .3006           | .15611          | 1.000                 |            |       |
| Venezuela          | .2644           | .15972          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 08 Loner           | Turkey          | America         | -.3029                | .11149     | .998  |
|                    |                 | Argentina       | -.1033                | .15663     | 1.000 |
|                    |                 | Australia       | -.6767                | .19820     | .964  |
|                    |                 | Brazil          | -.2571                | .12680     | 1.000 |
|                    |                 | GB              | -.5551                | .12269     | .554  |
|                    |                 | Canada          | -.4686                | .16843     | .998  |
|                    |                 | China           | -.3922                | .19288     | 1.000 |
|                    |                 | Netherlands     | -.3041                | .13699     | 1.000 |
|                    |                 | Philippines     | -.1417                | .15883     | 1.000 |
|                    |                 | France          | -.5165                | .14837     | .955  |
|                    |                 | Germany         | -.4586                | .15277     | .993  |
|                    |                 | India           | -.5104                | .15462     | .976  |
|                    |                 | Indonesia       | -.7962                | .19635     | .793  |
|                    |                 | Japan           | -.4345                | .13118     | .975  |
|                    |                 | Malaysia        | -.1979                | .16253     | 1.000 |
|                    |                 | Mexico          | -.6172                | .16532     | .903  |
|                    |                 | Poland          | -.3047                | .15611     | 1.000 |
|                    |                 | Russia          | .2682                 | .17190     | 1.000 |
|                    |                 | Singapore       | -.3243                | .13795     | 1.000 |
|                    |                 | Spain           | -.2983                | .19820     | 1.000 |
| Switzerland        | -.3006          | .15611          | 1.000                 |            |       |
| Venezuela          | -.0362          | .15560          | 1.000                 |            |       |
|                    | Venezuela       | America         | -.2667                | .11649     | 1.000 |
|                    |                 | Argentina       | -.0671                | .16022     | 1.000 |
|                    |                 | Australia       | -.6405                | .20106     | .985  |
|                    |                 | Brazil          | -.2209                | .13122     | 1.000 |
|                    |                 | GB              | -.5190                | .12725     | .783  |
|                    |                 | Canada          | -.4324                | .17178     | 1.000 |
|                    |                 | China           | -.3561                | .19581     | 1.000 |
|                    |                 | Netherlands     | -.2679                | .14109     | 1.000 |
|                    |                 | Philippines     | -.1055                | .16237     | 1.000 |
|                    |                 | France          | -.4804                | .15216     | .986  |
|                    |                 | Germany         | -.4224                | .15645     | .999  |
|                    |                 | India           | -.4742                | .15826     | .993  |
|                    |                 | Indonesia       | -.7600                | .19923     | .880  |
|                    |                 | Japan           | -.3984                | .13545     | .995  |
|                    |                 | Malaysia        | -.1617                | .16600     | 1.000 |
|                    |                 | Mexico          | -.5811                | .16873     | .960  |
|                    |                 | Poland          | -.2686                | .15972     | 1.000 |
|                    |                 | Russia          | .3043                 | .17518     | 1.000 |
|                    |                 | Singapore       | -.2881                | .14202     | 1.000 |
|                    |                 | Spain           | -.2622                | .20106     | 1.000 |
| Switzerland        | -.2644          | .15972          | 1.000                 |            |       |
| Turkey             | .0362           | .15560          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | America         | Argentina       | .1292                 | .13004     | 1.000 |
|                    |                 | Australia       | .3006                 | .18673     | 1.000 |
|                    |                 | Brazil          | 1.4514*               | .08136     | .000  |
|                    |                 | GB              | .4339*                | .07327     | .039  |
|                    |                 | Canada          | .0286                 | .14689     | 1.000 |
|                    |                 | China           | .2550                 | .17982     | 1.000 |
|                    |                 | Netherlands     | .5939*                | .09945     | .034  |
|                    |                 | Philippines     | -.3208                | .13324     | 1.000 |
|                    |                 | France          | .8711*                | .11765     | .000  |
|                    |                 | Germany         | .5948                 | .12432     | .408  |
|                    |                 | India           | .1805                 | .12707     | 1.000 |
|                    |                 | Indonesia       | -.0180                | .18433     | 1.000 |
|                    |                 | Japan           | .5737*                | .08941     | .008  |
|                    |                 | Malaysia        | -.0611                | .13857     | 1.000 |
|                    |                 | Mexico          | .1387                 | .14254     | 1.000 |
|                    |                 | Poland          | 1.7363*               | .12927     | .000  |
|                    |                 | Russia          | .6486                 | .15171     | .689  |
|                    |                 | Singapore       | .1487                 | .10105     | 1.000 |
|                    |                 | Spain           | .2736                 | .18673     | 1.000 |
|                    |                 | Switzerland     | .8988*                | .12927     | .001  |
| Turkey             | .3442           | .12301          | .998                  |            |       |
| Venezuela          | .3221           | .12853          | 1.000                 |            |       |
|                    | Argentina       | America         | -.1292                | .13004     | 1.000 |
|                    |                 | Australia       | .1714                 | .22271     | 1.000 |
|                    |                 | Brazil          | 1.3221*               | .14612     | .000  |
|                    |                 | GB              | .3047                 | .14178     | 1.000 |
|                    |                 | Canada          | -.1006                | .19055     | 1.000 |
|                    |                 | China           | .1258                 | .21695     | 1.000 |
|                    |                 | Netherlands     | .4647                 | .15691     | .994  |
|                    |                 | Philippines     | -.4500                | .18024     | 1.000 |
|                    |                 | France          | .7419                 | .16904     | .629  |
|                    |                 | Germany         | .4656                 | .17374     | .999  |
|                    |                 | India           | .0512                 | .17572     | 1.000 |
|                    |                 | Indonesia       | -.1472                | .22071     | 1.000 |
|                    |                 | Japan           | .4445                 | .15075     | .995  |
|                    |                 | Malaysia        | -.1903                | .18421     | 1.000 |
|                    |                 | Mexico          | .0094                 | .18721     | 1.000 |
|                    |                 | Poland          | 1.6070*               | .17732     | .000  |
|                    |                 | Russia          | .5194                 | .19429     | .999  |
|                    |                 | Singapore       | .0195                 | .15793     | 1.000 |
|                    |                 | Spain           | .1444                 | .22271     | 1.000 |
|                    |                 | Switzerland     | .7695                 | .17732     | .655  |
| Turkey             | .2150           | .17281          | 1.000                 |            |       |
| Venezuela          | .1929           | .17678          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | Australia       | America         | -.3006                | .18673     | 1.000 |
|                    |                 | Argentina       | -.1714                | .22271     | 1.000 |
|                    |                 | Brazil          | 1.1507                | .19827     | .054  |
|                    |                 | GB              | .1333                 | .19509     | 1.000 |
|                    |                 | Canada          | -.2720                | .23296     | 1.000 |
|                    |                 | China           | -.0456                | .25500     | 1.000 |
|                    |                 | Netherlands     | .2933                 | .20635     | 1.000 |
|                    |                 | Philippines     | -.6214                | .22460     | .998  |
|                    |                 | France          | .5705                 | .21571     | .999  |
|                    |                 | Germany         | .2942                 | .21942     | 1.000 |
|                    |                 | India           | -.1202                | .22099     | 1.000 |
|                    |                 | Indonesia       | -.3186                | .25820     | 1.000 |
|                    |                 | Japan           | .2731                 | .20170     | 1.000 |
|                    |                 | Malaysia        | -.3617                | .22780     | 1.000 |
|                    |                 | Mexico          | -.1620                | .23023     | 1.000 |
|                    |                 | Poland          | 1.4356*               | .22227     | .007  |
|                    |                 | Russia          | .3480                 | .23602     | 1.000 |
|                    |                 | Singapore       | -.1519                | .20713     | 1.000 |
|                    |                 | Spain           | -.0270                | .25992     | 1.000 |
|                    |                 | Switzerland     | .5981                 | .22227     | .999  |
| Turkey             | .0436           | .21868          | 1.000                 |            |       |
| Venezuela          | .0215           | .22183          | 1.000                 |            |       |
|                    | Brazil          | America         | -1.4514*              | .08136     | .000  |
|                    |                 | Argentina       | -1.3221*              | .14612     | .000  |
|                    |                 | Australia       | -1.1507               | .19827     | .054  |
|                    |                 | GB              | -1.0174*              | .09905     | .000  |
|                    |                 | Canada          | -1.4228*              | .16130     | .000  |
|                    |                 | China           | -1.1963*              | .19177     | .015  |
|                    |                 | Netherlands     | -.8574*               | .11972     | .000  |
|                    |                 | Philippines     | -1.7722*              | .14898     | .000  |
|                    |                 | France          | -.5803                | .13522     | .681  |
|                    |                 | Germany         | -.8566*               | .14105     | .025  |
|                    |                 | India           | -1.2709*              | .14349     | .000  |
|                    |                 | Indonesia       | -1.4694*              | .19601     | .000  |
|                    |                 | Japan           | -.8776*               | .11151     | .000  |
|                    |                 | Malaysia        | -1.5125*              | .15376     | .000  |
|                    |                 | Mexico          | -1.3127*              | .15735     | .000  |
|                    |                 | Poland          | .2849                 | .14544     | 1.000 |
|                    |                 | Russia          | -.8027                | .16570     | .376  |
|                    |                 | Singapore       | -1.3026*              | .12105     | .000  |
|                    |                 | Spain           | -1.1778*              | .19827     | .037  |
|                    |                 | Switzerland     | -.5526                | .14544     | .885  |
| Turkey             | -1.1072*        | .13990          | .000                  |            |       |
| Venezuela          | -1.1292*        | .14478          | .000                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | GB              | America         | -.4339*               | .07327     | .039  |
|                    |                 | Argentina       | -.3047                | .14178     | 1.000 |
|                    |                 | Australia       | -.1333                | .19509     | 1.000 |
|                    |                 | Brazil          | 1.0174*               | .09905     | .000  |
|                    |                 | Canada          | -.4054                | .15738     | .999  |
|                    |                 | China           | -.1789                | .18848     | 1.000 |
|                    |                 | Netherlands     | .1600                 | .11438     | 1.000 |
|                    |                 | Philippines     | -.7548                | .14472     | .205  |
|                    |                 | France          | .4371                 | .13051     | .971  |
|                    |                 | Germany         | .1609                 | .13655     | 1.000 |
|                    |                 | India           | -.2535                | .13906     | 1.000 |
|                    |                 | Indonesia       | -.4520                | .19280     | 1.000 |
|                    |                 | Japan           | .1398                 | .10576     | 1.000 |
|                    |                 | Malaysia        | -.4951                | .14965     | .975  |
|                    |                 | Mexico          | -.2953                | .15332     | 1.000 |
|                    |                 | Poland          | 1.3023*               | .14108     | .000  |
|                    |                 | Russia          | .2147                 | .16189     | 1.000 |
|                    |                 | Singapore       | -.2852                | .11577     | 1.000 |
|                    |                 | Spain           | -.1604                | .19509     | 1.000 |
|                    |                 | Switzerland     | .4648                 | .14108     | .977  |
| Turkey             | -.0898          | .13536          | 1.000                 |            |       |
| Venezuela          | -.1118          | .14039          | 1.000                 |            |       |
|                    | Canada          | America         | -.0286                | .14689     | 1.000 |
|                    |                 | Argentina       | .1006                 | .19055     | 1.000 |
|                    |                 | Australia       | .2720                 | .23296     | 1.000 |
|                    |                 | Brazil          | 1.4228*               | .16130     | .000  |
|                    |                 | GB              | .4054                 | .15738     | .999  |
|                    |                 | China           | .2264                 | .22745     | 1.000 |
|                    |                 | Netherlands     | .5653                 | .17114     | .976  |
|                    |                 | Philippines     | -.3494                | .19275     | 1.000 |
|                    |                 | France          | .8425                 | .18232     | .499  |
|                    |                 | Germany         | .5662                 | .18669     | .992  |
|                    |                 | India           | .1519                 | .18854     | 1.000 |
|                    |                 | Indonesia       | -.0466                | .23104     | 1.000 |
|                    |                 | Japan           | .5451                 | .16551     | .977  |
|                    |                 | Malaysia        | -.0897                | .19648     | 1.000 |
|                    |                 | Mexico          | .1101                 | .19929     | 1.000 |
|                    |                 | Poland          | 1.7077*               | .19003     | .000  |
|                    |                 | Russia          | .6201                 | .20595     | .993  |
|                    |                 | Singapore       | .1201                 | .17208     | 1.000 |
|                    |                 | Spain           | .2450                 | .23296     | 1.000 |
|                    |                 | Switzerland     | .8702                 | .19003     | .523  |
| Turkey             | .3156           | .18583          | 1.000                 |            |       |
| Venezuela          | .2936           | .18952          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | China           | America         | -.2550                | .17982     | 1.000 |
|                    |                 | Argentina       | -.1258                | .21695     | 1.000 |
|                    |                 | Australia       | .0456                 | .25500     | 1.000 |
|                    |                 | Brazil          | 1.1963*               | .19177     | .015  |
|                    |                 | GB              | .1789                 | .18848     | 1.000 |
|                    |                 | Canada          | -.2264                | .22745     | 1.000 |
|                    |                 | Netherlands     | .3389                 | .20012     | 1.000 |
|                    |                 | Philippines     | -.5758                | .21888     | .999  |
|                    |                 | France          | .6161                 | .20976     | .995  |
|                    |                 | Germany         | .3398                 | .21357     | 1.000 |
|                    |                 | India           | -.0745                | .21518     | 1.000 |
|                    |                 | Indonesia       | -.2730                | .25325     | 1.000 |
|                    |                 | Japan           | .3187                 | .19532     | 1.000 |
|                    |                 | Malaysia        | -.3161                | .22217     | 1.000 |
|                    |                 | Mexico          | -.1163                | .22466     | 1.000 |
|                    |                 | Poland          | 1.4813*               | .21649     | .002  |
|                    |                 | Russia          | .3936                 | .23059     | 1.000 |
|                    |                 | Singapore       | -.1063                | .20092     | 1.000 |
|                    |                 | Spain           | .0186                 | .25500     | 1.000 |
|                    |                 | Switzerland     | .6437                 | .21649     | .994  |
| Turkey             | .0892           | .21281          | 1.000                 |            |       |
| Venezuela          | .0671           | .21605          | 1.000                 |            |       |
|                    | Netherlands     | America         | -.5939*               | .09945     | .034  |
|                    |                 | Argentina       | -.4647                | .15691     | .994  |
|                    |                 | Australia       | -.2933                | .20635     | 1.000 |
|                    |                 | Brazil          | .8574*                | .11972     | .000  |
|                    |                 | GB              | -.1600                | .11438     | 1.000 |
|                    |                 | Canada          | -.5653                | .17114     | .976  |
|                    |                 | China           | -.3389                | .20012     | 1.000 |
|                    |                 | Philippines     | -.9147                | .15958     | .065  |
|                    |                 | France          | .2772                 | .14682     | 1.000 |
|                    |                 | Germany         | .0009                 | .15221     | 1.000 |
|                    |                 | India           | -.4135                | .15447     | .999  |
|                    |                 | Indonesia       | -.6119                | .20419     | .993  |
|                    |                 | Japan           | -.0202                | .12533     | 1.000 |
|                    |                 | Malaysia        | -.6550                | .16406     | .818  |
|                    |                 | Mexico          | -.4553                | .16742     | .998  |
|                    |                 | Poland          | 1.1423*               | .15628     | .000  |
|                    |                 | Russia          | .0547                 | .17530     | 1.000 |
|                    |                 | Singapore       | -.4452                | .13388     | .974  |
|                    |                 | Spain           | -.3203                | .20635     | 1.000 |
|                    |                 | Switzerland     | .3048                 | .15628     | 1.000 |
| Turkey             | -.2497          | .15114          | 1.000                 |            |       |
| Venezuela          | -.2718          | .15566          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | Philippines     | America         | .3208                 | .13324     | 1.000 |
|                    |                 | Argentina       | .4500                 | .18024     | 1.000 |
|                    |                 | Australia       | .6214                 | .22460     | .998  |
|                    |                 | Brazil          | 1.7722*               | .14898     | .000  |
|                    |                 | GB              | .7548                 | .14472     | .205  |
|                    |                 | Canada          | .3494                 | .19275     | 1.000 |
|                    |                 | China           | .5758                 | .21888     | .999  |
|                    |                 | Netherlands     | .9147                 | .15958     | .065  |
|                    |                 | France          | 1.1919*               | .17152     | .001  |
|                    |                 | Germany         | .9156                 | .17615     | .212  |
|                    |                 | India           | .5013                 | .17811     | .997  |
|                    |                 | Indonesia       | .3028                 | .22261     | 1.000 |
|                    |                 | Japan           | .8945                 | .15352     | .051  |
|                    |                 | Malaysia        | .2597                 | .18649     | 1.000 |
|                    |                 | Mexico          | .4595                 | .18945     | 1.000 |
|                    |                 | Poland          | 2.0571*               | .17969     | .000  |
|                    |                 | Russia          | .9695                 | .19645     | .330  |
|                    |                 | Singapore       | .4695                 | .16058     | .995  |
|                    |                 | Spain           | .5944                 | .22460     | .999  |
|                    |                 | Switzerland     | 1.2196*               | .17969     | .002  |
| Turkey             | .6650           | .17524          | .886                  |            |       |
| Venezuela          | .6430           | .17915          | .936                  |            |       |
|                    | France          | America         | -.8711*               | .11765     | .000  |
|                    |                 | Argentina       | -.7419                | .16904     | .629  |
|                    |                 | Australia       | -.5705                | .21571     | .999  |
|                    |                 | Brazil          | .5803                 | .13522     | .681  |
|                    |                 | GB              | -.4371                | .13051     | .971  |
|                    |                 | Canada          | -.8425                | .18232     | .499  |
|                    |                 | China           | -.6161                | .20976     | .995  |
|                    |                 | Netherlands     | -.2772                | .14682     | 1.000 |
|                    |                 | Philippines     | -1.1919*              | .17152     | .001  |
|                    |                 | Germany         | -.2763                | .16468     | 1.000 |
|                    |                 | India           | -.6906                | .16677     | .755  |
|                    |                 | Indonesia       | -.8891                | .21364     | .745  |
|                    |                 | Japan           | -.2974                | .14021     | 1.000 |
|                    |                 | Malaysia        | -.9322                | .17569     | .172  |
|                    |                 | Mexico          | -.7324                | .17883     | .775  |
|                    |                 | Poland          | .8652                 | .16845     | .237  |
|                    |                 | Russia          | -.2224                | .18623     | 1.000 |
|                    |                 | Singapore       | -.7224                | .14791     | .356  |
|                    |                 | Spain           | -.5975                | .21571     | .998  |
|                    |                 | Switzerland     | .0277                 | .16845     | 1.000 |
| Turkey             | -.5269          | .16370          | .983                  |            |       |
| Venezuela          | -.5489          | .16788          | .979                  |            |       |

**Multiple Comparisons**

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | Germany         | America         | -.5948                | .12432     | .408  |
|                    |                 | Argentina       | -.4656                | .17374     | .999  |
|                    |                 | Australia       | -.2942                | .21942     | 1.000 |
|                    |                 | Brazil          | .8566*                | .14105     | .025  |
|                    |                 | GB              | -.1609                | .13655     | 1.000 |
|                    |                 | Canada          | -.5662                | .18669     | .992  |
|                    |                 | China           | -.3398                | .21357     | 1.000 |
|                    |                 | Netherlands     | -.0009                | .15221     | 1.000 |
|                    |                 | Philippines     | -.9156                | .17615     | .212  |
|                    |                 | France          | .2763                 | .16468     | 1.000 |
|                    |                 | India           | -.4143                | .17153     | 1.000 |
|                    |                 | Indonesia       | -.6128                | .21738     | .997  |
|                    |                 | Japan           | -.0211                | .14585     | 1.000 |
|                    |                 | Malaysia        | -.6559                | .18022     | .926  |
|                    |                 | Mexico          | -.4561                | .18329     | 1.000 |
|                    |                 | Poland          | 1.1415*               | .17317     | .004  |
|                    |                 | Russia          | .0538                 | .19051     | 1.000 |
|                    |                 | Singapore       | -.4461                | .15326     | .996  |
|                    |                 | Spain           | -.3212                | .21942     | 1.000 |
|                    |                 | Switzerland     | .3040                 | .17317     | 1.000 |
| Turkey             | -.2506          | .16855          | 1.000                 |            |       |
| Venezuela          | -.2727          | .17261          | 1.000                 |            |       |
|                    | India           | America         | -.1805                | .12707     | 1.000 |
|                    |                 | Argentina       | -.0512                | .17572     | 1.000 |
|                    |                 | Australia       | .1202                 | .22099     | 1.000 |
|                    |                 | Brazil          | 1.2709*               | .14349     | .000  |
|                    |                 | GB              | .2535                 | .13906     | 1.000 |
|                    |                 | Canada          | -.1519                | .18854     | 1.000 |
|                    |                 | China           | .0745                 | .21518     | 1.000 |
|                    |                 | Netherlands     | .4135                 | .15447     | .999  |
|                    |                 | Philippines     | -.5013                | .17811     | .997  |
|                    |                 | France          | .6906                 | .16677     | .755  |
|                    |                 | Germany         | .4143                 | .17153     | 1.000 |
|                    |                 | Indonesia       | -.1985                | .21897     | 1.000 |
|                    |                 | Japan           | .3933                 | .14820     | .999  |
|                    |                 | Malaysia        | -.2416                | .18213     | 1.000 |
|                    |                 | Mexico          | -.0418                | .18517     | 1.000 |
|                    |                 | Poland          | 1.5558*               | .17516     | .000  |
|                    |                 | Russia          | .4682                 | .19231     | 1.000 |
|                    |                 | Singapore       | -.0317                | .15550     | 1.000 |
|                    |                 | Spain           | .0931                 | .22099     | 1.000 |
|                    |                 | Switzerland     | .7183                 | .17516     | .773  |
| Turkey             | .1637           | .17059          | 1.000                 |            |       |
| Venezuela          | .1417           | .17461          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 09 Modesty         | Indonesia       | America         | .0180                 | .18433     | 1.000  |       |
|                    |                 | Argentina       | .1472                 | .22071     | 1.000  |       |
|                    |                 | Australia       | .3186                 | .25820     | 1.000  |       |
|                    |                 | Brazil          | 1.4694*               | .19601     | .000   |       |
|                    |                 | GB              | .4520                 | .19280     | 1.000  |       |
|                    |                 | Canada          | .0466                 | .23104     | 1.000  |       |
|                    |                 | China           | .2730                 | .25325     | 1.000  |       |
|                    |                 | Netherlands     | .6119                 | .20419     | .993   |       |
|                    |                 | Philippines     | -.3028                | .22261     | 1.000  |       |
|                    |                 | France          | .8891                 | .21364     | .745   |       |
|                    |                 | Germany         | .6128                 | .21738     | .997   |       |
|                    |                 | India           | .1985                 | .21897     | 1.000  |       |
|                    |                 | Japan           | .5917                 | .19949     | .994   |       |
|                    |                 | Malaysia        | -.0431                | .22584     | 1.000  |       |
|                    |                 | Mexico          | .1567                 | .22829     | 1.000  |       |
|                    |                 | Poland          | 1.7543*               | .22026     | .000   |       |
|                    |                 | Russia          | .6667                 | .23413     | .997   |       |
|                    |                 | Singapore       | .1667                 | .20497     | 1.000  |       |
|                    |                 | Spain           | .2916                 | .25820     | 1.000  |       |
|                    |                 | Switzerland     | .9168                 | .22026     | .745   |       |
|                    | Turkey          | .3622           | .21664                | 1.000      |        |       |
|                    | Venezuela       | .3402           | .21982                | 1.000      |        |       |
|                    |                 | Japan           | America               | -.5737*    | .08941 | .008  |
|                    |                 |                 | Argentina             | -.4445     | .15075 | .995  |
|                    |                 |                 | Australia             | -.2731     | .20170 | 1.000 |
|                    |                 |                 | Brazil                | .8776*     | .11151 | .000  |
|                    |                 |                 | GB                    | -.1398     | .10576 | 1.000 |
|                    |                 |                 | Canada                | -.5451     | .16551 | .977  |
|                    |                 |                 | China                 | -.3187     | .19532 | 1.000 |
|                    |                 |                 | Netherlands           | .0202      | .12533 | 1.000 |
|                    |                 |                 | Philippines           | -.8945     | .15352 | .051  |
|                    |                 |                 | France                | .2974      | .14021 | 1.000 |
|                    |                 |                 | Germany               | .0211      | .14585 | 1.000 |
|                    | India           |                 | -.3933                | .14820     | .999   |       |
|                    | Indonesia       |                 | -.5917                | .19949     | .994   |       |
|                    | Malaysia        | -.6348          | .15817                | .810       |        |       |
|                    | Mexico          | -.4351          | .16166                | .999       |        |       |
|                    | Poland          | 1.1625*         | .15009                | .000       |        |       |
|                    | Russia          | .0749           | .16980                | 1.000      |        |       |
|                    | Singapore       | -.4250          | .12660                | .970       |        |       |
|                    | Spain           | -.3001          | .20170                | 1.000      |        |       |
|                    | Switzerland     | .3250           | .15009                | 1.000      |        |       |
|                    | Turkey          | -.2295          | .14473                | 1.000      |        |       |
|                    | Venezuela       | -.2516          | .14945                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | Malaysia        | America         | .0611                 | .13857     | 1.000 |
|                    |                 | Argentina       | .1903                 | .18421     | 1.000 |
|                    |                 | Australia       | .3617                 | .22780     | 1.000 |
|                    |                 | Brazil          | 1.5125*               | .15376     | .000  |
|                    |                 | GB              | .4951                 | .14965     | .975  |
|                    |                 | Canada          | .0897                 | .19648     | 1.000 |
|                    |                 | China           | .3161                 | .22217     | 1.000 |
|                    |                 | Netherlands     | .6550                 | .16406     | .818  |
|                    |                 | Philippines     | -.2597                | .18649     | 1.000 |
|                    |                 | France          | .9322                 | .17569     | .172  |
|                    |                 | Germany         | .6559                 | .18022     | .926  |
|                    |                 | India           | .2416                 | .18213     | 1.000 |
|                    |                 | Indonesia       | .0431                 | .22584     | 1.000 |
|                    |                 | Japan           | .6348                 | .15817     | .810  |
|                    |                 | Mexico          | .1998                 | .19324     | 1.000 |
|                    |                 | Poland          | 1.7974*               | .18367     | .000  |
|                    |                 | Russia          | .7098                 | .20010     | .944  |
|                    |                 | Singapore       | .2098                 | .16503     | 1.000 |
|                    |                 | Spain           | .3347                 | .22780     | 1.000 |
|                    |                 | Switzerland     | .9599                 | .18367     | .201  |
| Turkey             | .4053           | .17932          | 1.000                 |            |       |
| Venezuela          | .3833           | .18315          | 1.000                 |            |       |
|                    | Mexico          | America         | -.1387                | .14254     | 1.000 |
|                    |                 | Argentina       | -.0094                | .18721     | 1.000 |
|                    |                 | Australia       | .1620                 | .23023     | 1.000 |
|                    |                 | Brazil          | 1.3127*               | .15735     | .000  |
|                    |                 | GB              | .2953                 | .15332     | 1.000 |
|                    |                 | Canada          | -.1101                | .19929     | 1.000 |
|                    |                 | China           | .1163                 | .22466     | 1.000 |
|                    |                 | Netherlands     | .4553                 | .16742     | .998  |
|                    |                 | Philippines     | -.4595                | .18945     | 1.000 |
|                    |                 | France          | .7324                 | .17883     | .775  |
|                    |                 | Germany         | .4561                 | .18329     | 1.000 |
|                    |                 | India           | .0418                 | .18517     | 1.000 |
|                    |                 | Indonesia       | -.1567                | .22829     | 1.000 |
|                    |                 | Japan           | .4351                 | .16166     | .999  |
|                    |                 | Malaysia        | -.1998                | .19324     | 1.000 |
|                    |                 | Poland          | 1.5976*               | .18668     | .000  |
|                    |                 | Russia          | .5100                 | .20287     | 1.000 |
|                    |                 | Singapore       | .0101                 | .16838     | 1.000 |
|                    |                 | Spain           | .1349                 | .23023     | 1.000 |
|                    |                 | Switzerland     | .7601                 | .18668     | .786  |
| Turkey             | .2055           | .18240          | 1.000                 |            |       |
| Venezuela          | .1835           | .18617          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |        |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|--------|-------|
| 09 Modesty         | Poland          | America         | -1.7363*              | .12927     | .000   |        |       |
|                    |                 | Argentina       | -1.6070*              | .17732     | .000   |        |       |
|                    |                 | Australia       | -1.4356*              | .22227     | .007   |        |       |
|                    |                 | Brazil          | -.2849                | .14544     | 1.000  |        |       |
|                    |                 | GB              | -1.3023*              | .14108     | .000   |        |       |
|                    |                 | Canada          | -1.7077*              | .19003     | .000   |        |       |
|                    |                 | China           | -1.4813*              | .21649     | .002   |        |       |
|                    |                 | Netherlands     | -1.1423*              | .15628     | .000   |        |       |
|                    |                 | Philippines     | -2.0571*              | .17969     | .000   |        |       |
|                    |                 | France          | -.8652                | .16845     | .237   |        |       |
|                    |                 | Germany         | -1.1415*              | .17317     | .004   |        |       |
|                    |                 | India           | -1.5558*              | .17516     | .000   |        |       |
|                    |                 | Indonesia       | -1.7543*              | .22026     | .000   |        |       |
|                    |                 | Japan           | -1.1625*              | .15009     | .000   |        |       |
|                    |                 | Malaysia        | -1.7974*              | .18367     | .000   |        |       |
|                    |                 | Mexico          | -1.5976*              | .18668     | .000   |        |       |
|                    |                 | Russia          | -1.0876               | .19378     | .087   |        |       |
|                    |                 | Singapore       | -1.5875*              | .15731     | .000   |        |       |
|                    |                 | Spain           | -1.4627*              | .22227     | .005   |        |       |
|                    |                 | Switzerland     | -.8375                | .17676     | .434   |        |       |
|                    |                 | Turkey          | -1.3921*              | .17224     | .000   |        |       |
|                    |                 | Venezuela       | -1.4141*              | .17622     | .000   |        |       |
|                    |                 |                 | Russia                | America    | -.6486 | .15171 | .689  |
|                    |                 |                 |                       | Argentina  | -.5194 | .19429 | .999  |
|                    |                 |                 |                       | Australia  | -.3480 | .23602 | 1.000 |
|                    |                 |                 |                       | Brazil     | .8027  | .16570 | .376  |
| GB                 | -.2147          |                 |                       | .16189     | 1.000  |        |       |
| Canada             | -.6201          |                 |                       | .20595     | .993   |        |       |
| China              | -.3936          |                 |                       | .23059     | 1.000  |        |       |
| Netherlands        | -.0547          |                 |                       | .17530     | 1.000  |        |       |
| Philippines        | -.9695          |                 |                       | .19645     | .330   |        |       |
| France             | .2224           |                 |                       | .18623     | 1.000  |        |       |
| Germany            | -.0538          |                 |                       | .19051     | 1.000  |        |       |
| India              | -.4682          |                 |                       | .19231     | 1.000  |        |       |
| Indonesia          | -.6667          |                 |                       | .23413     | .997   |        |       |
| Japan              | -.0749          |                 |                       | .16980     | 1.000  |        |       |
| Malaysia           | -.7098          |                 |                       | .20010     | .944   |        |       |
| Mexico             | -.5100          |                 |                       | .20287     | 1.000  |        |       |
| Poland             | 1.0876          |                 |                       | .19378     | .087   |        |       |
| Singapore          | -.4999          |                 |                       | .17621     | .997   |        |       |
| Spain              | -.3751          |                 |                       | .23602     | 1.000  |        |       |
| Switzerland        | .2501           |                 |                       | .19378     | 1.000  |        |       |
| Turkey             | -.3045          | .18966          | 1.000                 |            |        |        |       |
| Venezuela          | -.3265          | .19328          | 1.000                 |            |        |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 09 Modesty         | Singapore       | America         | -.1487                | .10105     | 1.000  |       |
|                    |                 | Argentina       | -.0195                | .15793     | 1.000  |       |
|                    |                 | Australia       | .1519                 | .20713     | 1.000  |       |
|                    |                 | Brazil          | 1.3026*               | .12105     | .000   |       |
|                    |                 | GB              | .2852                 | .11577     | 1.000  |       |
|                    |                 | Canada          | -.1201                | .17208     | 1.000  |       |
|                    |                 | China           | .1063                 | .20092     | 1.000  |       |
|                    |                 | Netherlands     | .4452                 | .13388     | .974   |       |
|                    |                 | Philippines     | -.4695                | .16058     | .995   |       |
|                    |                 | France          | .7224                 | .14791     | .356   |       |
|                    |                 | Germany         | .4461                 | .15326     | .996   |       |
|                    |                 | India           | .0317                 | .15550     | 1.000  |       |
|                    |                 | Indonesia       | -.1667                | .20497     | 1.000  |       |
|                    |                 | Japan           | .4250                 | .12660     | .970   |       |
|                    |                 | Malaysia        | -.2098                | .16503     | 1.000  |       |
|                    |                 | Mexico          | -.0101                | .16838     | 1.000  |       |
|                    |                 | Poland          | 1.5875*               | .15731     | .000   |       |
|                    |                 | Russia          | .4999                 | .17621     | .997   |       |
|                    |                 | Spain           | .1249                 | .20713     | 1.000  |       |
|                    |                 | Switzerland     | .7500                 | .15731     | .417   |       |
|                    | Turkey          | .1955           | .15220                | 1.000      |        |       |
|                    | Venezuela       | .1734           | .15669                | 1.000      |        |       |
|                    |                 | Spain           | America               | -.2736     | .18673 | 1.000 |
|                    |                 |                 | Argentina             | -.1444     | .22271 | 1.000 |
|                    |                 |                 | Australia             | .0270      | .25992 | 1.000 |
|                    |                 |                 | Brazil                | 1.1778*    | .19827 | .037  |
|                    |                 |                 | GB                    | .1604      | .19509 | 1.000 |
|                    |                 |                 | Canada                | -.2450     | .23296 | 1.000 |
|                    |                 |                 | China                 | -.0186     | .25500 | 1.000 |
|                    | Netherlands     |                 | .3203                 | .20635     | 1.000  |       |
|                    | Philippines     |                 | -.5944                | .22460     | .999   |       |
|                    | France          | .5975           | .21571                | .998       |        |       |
|                    | Germany         | .3212           | .21942                | 1.000      |        |       |
|                    | India           | -.0931          | .22099                | 1.000      |        |       |
|                    | Indonesia       | -.2916          | .25820                | 1.000      |        |       |
|                    | Japan           | .3001           | .20170                | 1.000      |        |       |
|                    | Malaysia        | -.3347          | .22780                | 1.000      |        |       |
|                    | Mexico          | -.1349          | .23023                | 1.000      |        |       |
|                    | Poland          | 1.4627*         | .22227                | .005       |        |       |
|                    | Russia          | .3751           | .23602                | 1.000      |        |       |
|                    | Singapore       | -.1249          | .20713                | 1.000      |        |       |
|                    | Switzerland     | .6252           | .22227                | .997       |        |       |
|                    | Turkey          | .0706           | .21868                | 1.000      |        |       |
|                    | Venezuela       | .0485           | .22183                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty         | Switzerland     | America         | -.8988*               | .12927     | .001  |
|                    |                 | Argentina       | -.7695                | .17732     | .655  |
|                    |                 | Australia       | -.5981                | .22227     | .999  |
|                    |                 | Brazil          | .5526                 | .14544     | .885  |
|                    |                 | GB              | -.4648                | .14108     | .977  |
|                    |                 | Canada          | -.8702                | .19003     | .523  |
|                    |                 | China           | -.6437                | .21649     | .994  |
|                    |                 | Netherlands     | -.3048                | .15628     | 1.000 |
|                    |                 | Philippines     | -1.2196*              | .17969     | .002  |
|                    |                 | France          | -.0277                | .16845     | 1.000 |
|                    |                 | Germany         | -.3040                | .17317     | 1.000 |
|                    |                 | India           | -.7183                | .17516     | .773  |
|                    |                 | Indonesia       | -.9168                | .22026     | .745  |
|                    |                 | Japan           | -.3250                | .15009     | 1.000 |
|                    |                 | Malaysia        | -.9599                | .18367     | .201  |
|                    |                 | Mexico          | -.7601                | .18668     | .786  |
|                    |                 | Poland          | .8375                 | .17676     | .434  |
|                    |                 | Russia          | -.2501                | .19378     | 1.000 |
|                    |                 | Singapore       | -.7500                | .15731     | .417  |
|                    |                 | Spain           | -.6252                | .22227     | .997  |
| Turkey             | -.5546          | .17224          | .982                  |            |       |
| Venezuela          | -.5766          | .17622          | .978                  |            |       |
|                    | Turkey          | America         | -.3442                | .12301     | .998  |
|                    |                 | Argentina       | -.2150                | .17281     | 1.000 |
|                    |                 | Australia       | -.0436                | .21868     | 1.000 |
|                    |                 | Brazil          | 1.1072*               | .13990     | .000  |
|                    |                 | GB              | .0898                 | .13536     | 1.000 |
|                    |                 | Canada          | -.3156                | .18583     | 1.000 |
|                    |                 | China           | -.0892                | .21281     | 1.000 |
|                    |                 | Netherlands     | .2497                 | .15114     | 1.000 |
|                    |                 | Philippines     | -.6650                | .17524     | .886  |
|                    |                 | France          | .5269                 | .16370     | .983  |
|                    |                 | Germany         | .2506                 | .16855     | 1.000 |
|                    |                 | India           | -.1637                | .17059     | 1.000 |
|                    |                 | Indonesia       | -.3622                | .21664     | 1.000 |
|                    |                 | Japan           | .2295                 | .14473     | 1.000 |
|                    |                 | Malaysia        | -.4053                | .17932     | 1.000 |
|                    |                 | Mexico          | -.2055                | .18240     | 1.000 |
|                    |                 | Poland          | 1.3921*               | .17224     | .000  |
|                    |                 | Russia          | .3045                 | .18966     | 1.000 |
|                    |                 | Singapore       | -.1955                | .15220     | 1.000 |
|                    |                 | Spain           | -.0706                | .21868     | 1.000 |
| Switzerland        | .5546           | .17224          | .982                  |            |       |
| Venezuela          | -.0221          | .17168          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 09 Modesty                  | Venezuela       | America         | -.3221                | .12853     | 1.000 |
|                             |                 | Argentina       | -.1929                | .17678     | 1.000 |
|                             |                 | Australia       | -.0215                | .22183     | 1.000 |
|                             |                 | Brazil          | 1.1292*               | .14478     | .000  |
|                             |                 | GB              | .1118                 | .14039     | 1.000 |
|                             |                 | Canada          | -.2936                | .18952     | 1.000 |
|                             |                 | China           | -.0671                | .21605     | 1.000 |
|                             |                 | Netherlands     | .2718                 | .15566     | 1.000 |
|                             |                 | Philippines     | -.6430                | .17915     | .936  |
|                             |                 | France          | .5489                 | .16788     | .979  |
|                             |                 | Germany         | .2727                 | .17261     | 1.000 |
|                             |                 | India           | -.1417                | .17461     | 1.000 |
|                             |                 | Indonesia       | -.3402                | .21982     | 1.000 |
|                             |                 | Japan           | .2516                 | .14945     | 1.000 |
|                             |                 | Malaysia        | -.3833                | .18315     | 1.000 |
|                             |                 | Mexico          | -.1835                | .18617     | 1.000 |
|                             |                 | Poland          | 1.4141*               | .17622     | .000  |
|                             |                 | Russia          | .3265                 | .19328     | 1.000 |
|                             |                 | Singapore       | -.1734                | .15669     | 1.000 |
|                             |                 | Spain           | -.0485                | .22183     | 1.000 |
| Switzerland                 | .5766           | .17622          | .978                  |            |       |
| Turkey                      | .0221           | .17168          | 1.000                 |            |       |
| 10 Unreliable/Unintelligent | America         | Argentina       | -.4698*               | .07708     | .023  |
|                             |                 | Australia       | .0156                 | .11069     | 1.000 |
|                             |                 | Brazil          | -.1883                | .04823     | .851  |
|                             |                 | GB              | -.4133*               | .04344     | .000  |
|                             |                 | Canada          | -.0306                | .08708     | 1.000 |
|                             |                 | China           | .0704                 | .10660     | 1.000 |
|                             |                 | Netherlands     | -.2265                | .05895     | .872  |
|                             |                 | Philippines     | -.0191                | .07898     | 1.000 |
|                             |                 | France          | .5481*                | .06974     | .000  |
|                             |                 | Germany         | .8565*                | .07369     | .000  |
|                             |                 | India           | -.3671                | .07533     | .361  |
|                             |                 | Indonesia       | -.2897                | .10927     | .999  |
|                             |                 | Japan           | -.0079                | .05300     | 1.000 |
|                             |                 | Malaysia        | -.2353                | .08214     | .997  |
|                             |                 | Mexico          | -.1316                | .08450     | 1.000 |
|                             |                 | Poland          | -.5713*               | .07663     | .000  |
|                             |                 | Russia          | -.6465*               | .08993     | .000  |
|                             |                 | Singapore       | -.3447                | .05990     | .061  |
|                             |                 | Spain           | -.2637                | .11069     | 1.000 |
|                             |                 | Switzerland     | .0829                 | .07663     | 1.000 |
| Turkey                      | -.3033          | .07292          | .746                  |            |       |
| Venezuela                   | -.3328          | .07619          | .640                  |            |       |

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| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Argentina       | America         | .4698*                | .07708     | .023  |
|                                |                 | Australia       | .4855                 | .13202     | .917  |
|                                |                 | Brazil          | .2816                 | .08662     | .980  |
|                                |                 | GB              | .0565                 | .08405     | 1.000 |
|                                |                 | Canada          | .4392                 | .11296     | .857  |
|                                |                 | China           | .5402                 | .12861     | .727  |
|                                |                 | Netherlands     | .2434                 | .09302     | .999  |
|                                |                 | Philippines     | .4507                 | .10684     | .718  |
|                                |                 | France          | 1.0179*               | .10021     | .000  |
|                                |                 | Germany         | 1.3263*               | .10299     | .000  |
|                                |                 | India           | .1027                 | .10417     | 1.000 |
|                                |                 | Indonesia       | .1801                 | .13083     | 1.000 |
|                                |                 | Japan           | .4620                 | .08936     | .223  |
|                                |                 | Malaysia        | .2345                 | .10920     | 1.000 |
|                                |                 | Mexico          | .3383                 | .11098     | .992  |
|                                |                 | Poland          | -.1015                | .10512     | 1.000 |
|                                |                 | Russia          | -.1766                | .11517     | 1.000 |
|                                |                 | Singapore       | .1252                 | .09362     | 1.000 |
|                                |                 | Spain           | .2062                 | .13202     | 1.000 |
|                                |                 | Switzerland     | .5527                 | .10512     | .189  |
| Turkey                         | .1665           | .10244          | 1.000                 |            |       |
| Venezuela                      | .1370           | .10479          | 1.000                 |            |       |
|                                | Australia       | America         | -.0156                | .11069     | 1.000 |
|                                |                 | Argentina       | -.4855                | .13202     | .917  |
|                                |                 | Brazil          | -.2039                | .11753     | 1.000 |
|                                |                 | GB              | -.4289                | .11565     | .909  |
|                                |                 | Canada          | -.0462                | .13809     | 1.000 |
|                                |                 | China           | .0547                 | .15116     | 1.000 |
|                                |                 | Netherlands     | -.2421                | .12232     | 1.000 |
|                                |                 | Philippines     | -.0347                | .13314     | 1.000 |
|                                |                 | France          | .5325                 | .12787     | .744  |
|                                |                 | Germany         | .8408*                | .13007     | .007  |
|                                |                 | India           | -.3827                | .13100     | .995  |
|                                |                 | Indonesia       | -.3054                | .15306     | 1.000 |
|                                |                 | Japan           | -.0235                | .11957     | 1.000 |
|                                |                 | Malaysia        | -.2509                | .13504     | 1.000 |
|                                |                 | Mexico          | -.1472                | .13648     | 1.000 |
|                                |                 | Poland          | -.5869                | .13176     | .593  |
|                                |                 | Russia          | -.6621                | .13991     | .437  |
|                                |                 | Singapore       | -.3603                | .12278     | .995  |
|                                |                 | Spain           | -.2793                | .15408     | 1.000 |
|                                |                 | Switzerland     | .0672                 | .13176     | 1.000 |
| Turkey                         | -.3190          | .12963          | 1.000                 |            |       |
| Venezuela                      | -.3485          | .13150          | .999                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Brazil          | America         | .1883                 | .04823     | .851  |
|                                |                 | Argentina       | -.2816                | .08662     | .980  |
|                                |                 | Australia       | .2039                 | .11753     | 1.000 |
|                                |                 | GB              | -.2250                | .05872     | .875  |
|                                |                 | Canada          | .1577                 | .09562     | 1.000 |
|                                |                 | China           | .2586                 | .11368     | 1.000 |
|                                |                 | Netherlands     | -.0382                | .07097     | 1.000 |
|                                |                 | Philippines     | .1692                 | .08831     | 1.000 |
|                                |                 | France          | .7363*                | .08016     | .000  |
|                                |                 | Germany         | 1.0447*               | .08362     | .000  |
|                                |                 | India           | -.1788                | .08506     | 1.000 |
|                                |                 | Indonesia       | -.1015                | .11619     | 1.000 |
|                                |                 | Japan           | .1804                 | .06610     | .998  |
|                                |                 | Malaysia        | -.0470                | .09115     | 1.000 |
|                                |                 | Mexico          | .0567                 | .09328     | 1.000 |
|                                |                 | Poland          | -.3830                | .08622     | .599  |
|                                |                 | Russia          | -.4582                | .09823     | .475  |
|                                |                 | Singapore       | -.1564                | .07176     | 1.000 |
|                                |                 | Spain           | -.0754                | .11753     | 1.000 |
|                                |                 | Switzerland     | .2711                 | .08622     | .987  |
| Turkey                         | -.1151          | .08293          | 1.000                 |            |       |
| Venezuela                      | -.1446          | .08582          | 1.000                 |            |       |
|                                | GB              | America         | .4133*                | .04344     | .000  |
|                                |                 | Argentina       | -.0565                | .08405     | 1.000 |
|                                |                 | Australia       | .4289                 | .11565     | .909  |
|                                |                 | Brazil          | .2250                 | .05872     | .875  |
|                                |                 | Canada          | .3827                 | .09330     | .772  |
|                                |                 | China           | .4837                 | .11173     | .661  |
|                                |                 | Netherlands     | .1868                 | .06780     | .998  |
|                                |                 | Philippines     | .3942                 | .08579     | .514  |
|                                |                 | France          | .9614*                | .07737     | .000  |
|                                |                 | Germany         | 1.2698*               | .08095     | .000  |
|                                |                 | India           | .0462                 | .08244     | 1.000 |
|                                |                 | Indonesia       | .1236                 | .11429     | 1.000 |
|                                |                 | Japan           | .4055*                | .06269     | .007  |
|                                |                 | Malaysia        | .1780                 | .08871     | 1.000 |
|                                |                 | Mexico          | .2818                 | .09089     | .989  |
|                                |                 | Poland          | -.1580                | .08363     | 1.000 |
|                                |                 | Russia          | -.2331                | .09597     | 1.000 |
|                                |                 | Singapore       | .0687                 | .06863     | 1.000 |
|                                |                 | Spain           | .1497                 | .11565     | 1.000 |
|                                |                 | Switzerland     | .4962*                | .08363     | .038  |
| Turkey                         | .1100           | .08024          | 1.000                 |            |       |
| Venezuela                      | .0805           | .08322          | 1.000                 |            |       |



**Multiple Comparisons**

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| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Canada          | America         | .0306                 | .08708     | 1.000 |
|                                |                 | Argentina       | -.4392                | .11296     | .857  |
|                                |                 | Australia       | .0462                 | .13809     | 1.000 |
|                                |                 | Brazil          | -.1577                | .09562     | 1.000 |
|                                |                 | GB              | -.3827                | .09330     | .772  |
|                                |                 | China           | .1010                 | .13483     | 1.000 |
|                                |                 | Netherlands     | -.1959                | .10145     | 1.000 |
|                                |                 | Philippines     | .0115                 | .11426     | 1.000 |
|                                |                 | France          | .5787                 | .10808     | .156  |
|                                |                 | Germany         | .8871*                | .11067     | .000  |
|                                |                 | India           | -.3365                | .11177     | .993  |
|                                |                 | Indonesia       | -.2591                | .13696     | 1.000 |
|                                |                 | Japan           | .0227                 | .09811     | 1.000 |
|                                |                 | Malaysia        | -.2047                | .11647     | 1.000 |
|                                |                 | Mexico          | -.1010                | .11814     | 1.000 |
|                                |                 | Poland          | -.5407                | .11265     | .400  |
|                                |                 | Russia          | -.6159                | .12209     | .277  |
|                                |                 | Singapore       | -.3141                | .10201     | .990  |
|                                |                 | Spain           | -.2331                | .13809     | 1.000 |
|                                |                 | Switzerland     | .1135                 | .11265     | 1.000 |
| Turkey                         | -.2727          | .11016          | 1.000                 |            |       |
| Venezuela                      | -.3022          | .11235          | .999                  |            |       |
|                                | China           | America         | -.0704                | .10660     | 1.000 |
|                                |                 | Argentina       | -.5402                | .12861     | .727  |
|                                |                 | Australia       | -.0547                | .15116     | 1.000 |
|                                |                 | Brazil          | -.2586                | .11368     | 1.000 |
|                                |                 | GB              | -.4837                | .11173     | .661  |
|                                |                 | Canada          | -.1010                | .13483     | 1.000 |
|                                |                 | Netherlands     | -.2968                | .11863     | 1.000 |
|                                |                 | Philippines     | -.0894                | .12975     | 1.000 |
|                                |                 | France          | .4777                 | .12434     | .872  |
|                                |                 | Germany         | .7861*                | .12660     | .016  |
|                                |                 | India           | -.4374                | .12756     | .962  |
|                                |                 | Indonesia       | -.3601                | .15013     | 1.000 |
|                                |                 | Japan           | -.0782                | .11579     | 1.000 |
|                                |                 | Malaysia        | -.3057                | .13170     | 1.000 |
|                                |                 | Mexico          | -.2019                | .13318     | 1.000 |
|                                |                 | Poland          | -.6417                | .12834     | .298  |
|                                |                 | Russia          | -.7168                | .13669     | .194  |
|                                |                 | Singapore       | -.4150                | .11910     | .954  |
|                                |                 | Spain           | -.3340                | .15116     | 1.000 |
|                                |                 | Switzerland     | .0125                 | .12834     | 1.000 |
| Turkey                         | -.3737          | .12615          | .994                  |            |       |
| Venezuela                      | -.4032          | .12807          | .987                  |            |       |

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| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Netherlands     | America         | .2265                 | .05895     | .872  |
|                                |                 | Argentina       | -.2434                | .09302     | .999  |
|                                |                 | Australia       | .2421                 | .12232     | 1.000 |
|                                |                 | Brazil          | .0382                 | .07097     | 1.000 |
|                                |                 | GB              | -.1868                | .06780     | .998  |
|                                |                 | Canada          | .1959                 | .10145     | 1.000 |
|                                |                 | China           | .2968                 | .11863     | 1.000 |
|                                |                 | Philippines     | .2074                 | .09460     | 1.000 |
|                                |                 | France          | .7746*                | .08703     | .000  |
|                                |                 | Germany         | 1.0829*               | .09023     | .000  |
|                                |                 | India           | -.1406                | .09157     | 1.000 |
|                                |                 | Indonesia       | -.0633                | .12104     | 1.000 |
|                                |                 | Japan           | .2186                 | .07429     | .995  |
|                                |                 | Malaysia        | -.0088                | .09725     | 1.000 |
|                                |                 | Mexico          | .0949                 | .09925     | 1.000 |
|                                |                 | Poland          | -.3448                | .09264     | .906  |
|                                |                 | Russia          | -.4200                | .10391     | .798  |
|                                |                 | Singapore       | -.1182                | .07936     | 1.000 |
|                                |                 | Spain           | -.0372                | .12232     | 1.000 |
|                                |                 | Switzerland     | .3093                 | .09264     | .972  |
| Turkey                         | -.0769          | .08960          | 1.000                 |            |       |
| Venezuela                      | -.1064          | .09228          | 1.000                 |            |       |
|                                | Philippines     | America         | .0191                 | .07898     | 1.000 |
|                                |                 | Argentina       | -.4507                | .10684     | .718  |
|                                |                 | Australia       | .0347                 | .13314     | 1.000 |
|                                |                 | Brazil          | -.1692                | .08831     | 1.000 |
|                                |                 | GB              | -.3942                | .08579     | .514  |
|                                |                 | Canada          | -.0115                | .11426     | 1.000 |
|                                |                 | China           | .0894                 | .12975     | 1.000 |
|                                |                 | Netherlands     | -.2074                | .09460     | 1.000 |
|                                |                 | France          | .5672                 | .10167     | .095  |
|                                |                 | Germany         | .8756*                | .10442     | .000  |
|                                |                 | India           | -.3480                | .10558     | .976  |
|                                |                 | Indonesia       | -.2706                | .13196     | 1.000 |
|                                |                 | Japan           | .0112                 | .09101     | 1.000 |
|                                |                 | Malaysia        | -.2162                | .11055     | 1.000 |
|                                |                 | Mexico          | -.1125                | .11231     | 1.000 |
|                                |                 | Poland          | -.5522                | .10652     | .217  |
|                                |                 | Russia          | -.6274                | .11645     | .145  |
|                                |                 | Singapore       | -.3256                | .09519     | .963  |
|                                |                 | Spain           | -.2446                | .13314     | 1.000 |
|                                |                 | Switzerland     | .1019                 | .10652     | 1.000 |
| Turkey                         | -.2842          | .10388          | .998                  |            |       |
| Venezuela                      | -.3137          | .10620          | .995                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig. |
|--------------------------------|-----------------|-----------------|-----------------------|------------|------|
| 10<br>Unreliable/Unintelligent | France          | America         | -.5481*               | .06974     | .000 |
|                                |                 | Argentina       | -1.0179*              | .10021     | .000 |
|                                |                 | Australia       | -.5325                | .12787     | .744 |
|                                |                 | Brazil          | -.7363*               | .08016     | .000 |
|                                |                 | GB              | -.9614*               | .07737     | .000 |
|                                |                 | Canada          | -.5787                | .10808     | .156 |
|                                |                 | China           | -.4777                | .12434     | .872 |
|                                |                 | Netherlands     | -.7746*               | .08703     | .000 |
|                                |                 | Philippines     | -.5672                | .10167     | .095 |
|                                |                 | Germany         | .3084                 | .09762     | .986 |
|                                |                 | India           | -.9152*               | .09886     | .000 |
|                                |                 | Indonesia       | -.8378*               | .12665     | .004 |
|                                |                 | Japan           | -.5559*               | .08312     | .003 |
|                                |                 | Malaysia        | -.7834*               | .10415     | .000 |
|                                |                 | Mexico          | -.6796*               | .10601     | .008 |
|                                |                 | Poland          | -1.1194*              | .09986     | .000 |
|                                |                 | Russia          | -1.1945*              | .11039     | .000 |
|                                |                 | Singapore       | -.8927*               | .08768     | .000 |
|                                |                 | Spain           | -.8117*               | .12787     | .010 |
|                                |                 | Switzerland     | -.4652                | .09986     | .478 |
| Turkey                         | -.8514*         | .09704          | .000                  |            |      |
| Venezuela                      | -.8809*         | .09952          | .000                  |            |      |
|                                | Germany         | America         | -.8565*               | .07369     | .000 |
|                                |                 | Argentina       | -1.3263*              | .10299     | .000 |
|                                |                 | Australia       | -.8408*               | .13007     | .007 |
|                                |                 | Brazil          | -1.0447*              | .08362     | .000 |
|                                |                 | GB              | -1.2698*              | .08095     | .000 |
|                                |                 | Canada          | -.8871*               | .11067     | .000 |
|                                |                 | China           | -.7861*               | .12660     | .016 |
|                                |                 | Netherlands     | -1.0829*              | .09023     | .000 |
|                                |                 | Philippines     | -.8756*               | .10442     | .000 |
|                                |                 | France          | -.3084                | .09762     | .986 |
|                                |                 | India           | -1.2236*              | .10168     | .000 |
|                                |                 | Indonesia       | -1.1462*              | .12886     | .000 |
|                                |                 | Japan           | -.8643*               | .08646     | .000 |
|                                |                 | Malaysia        | -1.0918*              | .10683     | .000 |
|                                |                 | Mexico          | -.9880*               | .10865     | .000 |
|                                |                 | Poland          | -1.4278*              | .10266     | .000 |
|                                |                 | Russia          | -1.5029*              | .11293     | .000 |
|                                |                 | Singapore       | -1.2011*              | .09085     | .000 |
|                                |                 | Spain           | -1.1201*              | .13007     | .000 |
|                                |                 | Switzerland     | -.7736*               | .10266     | .000 |
| Turkey                         | -1.1598*        | .09992          | .000                  |            |      |
| Venezuela                      | -1.1893*        | .10233          | .000                  |            |      |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | India           | America         | .3671                 | .07533     | .361  |
|                                |                 | Argentina       | -.1027                | .10417     | 1.000 |
|                                |                 | Australia       | .3827                 | .13100     | .995  |
|                                |                 | Brazil          | .1788                 | .08506     | 1.000 |
|                                |                 | GB              | -.0462                | .08244     | 1.000 |
|                                |                 | Canada          | .3365                 | .11177     | .993  |
|                                |                 | China           | .4374                 | .12756     | .962  |
|                                |                 | Netherlands     | .1406                 | .09157     | 1.000 |
|                                |                 | Philippines     | .3480                 | .10558     | .976  |
|                                |                 | France          | .9152*                | .09886     | .000  |
|                                |                 | Germany         | 1.2236*               | .10168     | .000  |
|                                |                 | Indonesia       | .0774                 | .12981     | 1.000 |
|                                |                 | Japan           | .3592                 | .08785     | .778  |
|                                |                 | Malaysia        | .1318                 | .10797     | 1.000 |
|                                |                 | Mexico          | .2355                 | .10977     | 1.000 |
|                                |                 | Poland          | -.2042                | .10383     | 1.000 |
|                                |                 | Russia          | -.2794                | .11400     | 1.000 |
|                                |                 | Singapore       | .0224                 | .09218     | 1.000 |
|                                |                 | Spain           | .1034                 | .13100     | 1.000 |
|                                |                 | Switzerland     | .4499                 | .10383     | .659  |
| Turkey                         | .0638           | .10113          | 1.000                 |            |       |
| Venezuela                      | .0343           | .10351          | 1.000                 |            |       |
|                                | Indonesia       | America         | .2897                 | .10927     | .999  |
|                                |                 | Argentina       | -.1801                | .13083     | 1.000 |
|                                |                 | Australia       | .3054                 | .15306     | 1.000 |
|                                |                 | Brazil          | .1015                 | .11619     | 1.000 |
|                                |                 | GB              | -.1236                | .11429     | 1.000 |
|                                |                 | Canada          | .2591                 | .13696     | 1.000 |
|                                |                 | China           | .3601                 | .15013     | 1.000 |
|                                |                 | Netherlands     | .0633                 | .12104     | 1.000 |
|                                |                 | Philippines     | .2706                 | .13196     | 1.000 |
|                                |                 | France          | .8378*                | .12665     | .004  |
|                                |                 | Germany         | 1.1462*               | .12886     | .000  |
|                                |                 | India           | -.0774                | .12981     | 1.000 |
|                                |                 | Japan           | .2819                 | .11826     | 1.000 |
|                                |                 | Malaysia        | .0544                 | .13388     | 1.000 |
|                                |                 | Mexico          | .1582                 | .13533     | 1.000 |
|                                |                 | Poland          | -.2816                | .13057     | 1.000 |
|                                |                 | Russia          | -.3567                | .13879     | .999  |
|                                |                 | Singapore       | -.0549                | .12151     | 1.000 |
|                                |                 | Spain           | .0261                 | .15306     | 1.000 |
|                                |                 | Switzerland     | .3726                 | .13057     | .997  |
| Turkey                         | -.0136          | .12842          | 1.000                 |            |       |
| Venezuela                      | -.0431          | .13031          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Japan           | America         | .0079                 | .05300     | 1.000 |
|                                |                 | Argentina       | -.4620                | .08936     | .223  |
|                                |                 | Australia       | .0235                 | .11957     | 1.000 |
|                                |                 | Brazil          | -.1804                | .06610     | .998  |
|                                |                 | GB              | -.4055*               | .06269     | .007  |
|                                |                 | Canada          | -.0227                | .09811     | 1.000 |
|                                |                 | China           | .0782                 | .11579     | 1.000 |
|                                |                 | Netherlands     | -.2186                | .07429     | .995  |
|                                |                 | Philippines     | -.0112                | .09101     | 1.000 |
|                                |                 | France          | .5559*                | .08312     | .003  |
|                                |                 | Germany         | .8643*                | .08646     | .000  |
|                                |                 | India           | -.3592                | .08785     | .778  |
|                                |                 | Indonesia       | -.2819                | .11826     | 1.000 |
|                                |                 | Malaysia        | -.2275                | .09376     | 1.000 |
|                                |                 | Mexico          | -.1237                | .09583     | 1.000 |
|                                |                 | Poland          | -.5634*               | .08897     | .011  |
|                                |                 | Russia          | -.6386*               | .10066     | .010  |
|                                |                 | Singapore       | -.3368                | .07505     | .574  |
|                                |                 | Spain           | -.2558                | .11957     | 1.000 |
|                                |                 | Switzerland     | .0907                 | .08897     | 1.000 |
| Turkey                         | -.2955          | .08580          | .960                  |            |       |
| Venezuela                      | -.3250          | .08859          | .919                  |            |       |
|                                | Malaysia        | America         | .2353                 | .08214     | .997  |
|                                |                 | Argentina       | -.2345                | .10920     | 1.000 |
|                                |                 | Australia       | .2509                 | .13504     | 1.000 |
|                                |                 | Brazil          | .0470                 | .09115     | 1.000 |
|                                |                 | GB              | -.1780                | .08871     | 1.000 |
|                                |                 | Canada          | .2047                 | .11647     | 1.000 |
|                                |                 | China           | .3057                 | .13170     | 1.000 |
|                                |                 | Netherlands     | .0088                 | .09725     | 1.000 |
|                                |                 | Philippines     | .2162                 | .11055     | 1.000 |
|                                |                 | France          | .7834*                | .10415     | .000  |
|                                |                 | Germany         | 1.0918*               | .10683     | .000  |
|                                |                 | India           | -.1318                | .10797     | 1.000 |
|                                |                 | Indonesia       | -.0544                | .13388     | 1.000 |
|                                |                 | Japan           | .2275                 | .09376     | 1.000 |
|                                |                 | Mexico          | .1038                 | .11455     | 1.000 |
|                                |                 | Poland          | -.3360                | .10888     | .990  |
|                                |                 | Russia          | -.4111                | .11862     | .957  |
|                                |                 | Singapore       | -.1093                | .09783     | 1.000 |
|                                |                 | Spain           | -.0283                | .13504     | 1.000 |
|                                |                 | Switzerland     | .3182                 | .10888     | .995  |
| Turkey                         | -.0680          | .10630          | 1.000                 |            |       |
| Venezuela                      | -.0975          | .10857          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Mexico          | America         | .1316                 | .08450     | 1.000 |
|                                |                 | Argentina       | -.3383                | .11098     | .992  |
|                                |                 | Australia       | .1472                 | .13648     | 1.000 |
|                                |                 | Brazil          | -.0567                | .09328     | 1.000 |
|                                |                 | GB              | -.2818                | .09089     | .989  |
|                                |                 | Canada          | .1010                 | .11814     | 1.000 |
|                                |                 | China           | .2019                 | .13318     | 1.000 |
|                                |                 | Netherlands     | -.0949                | .09925     | 1.000 |
|                                |                 | Philippines     | .1125                 | .11231     | 1.000 |
|                                |                 | France          | .6796*                | .10601     | .008  |
|                                |                 | Germany         | .9880*                | .10865     | .000  |
|                                |                 | India           | -.2355                | .10977     | 1.000 |
|                                |                 | Indonesia       | -.1582                | .13533     | 1.000 |
|                                |                 | Japan           | .1237                 | .09583     | 1.000 |
|                                |                 | Malaysia        | -.1038                | .11455     | 1.000 |
|                                |                 | Poland          | -.4397                | .11067     | .826  |
|                                |                 | Russia          | -.5149                | .12026     | .686  |
|                                |                 | Singapore       | -.2131                | .09981     | 1.000 |
|                                |                 | Spain           | -.1321                | .13648     | 1.000 |
|                                |                 | Switzerland     | .2144                 | .11067     | 1.000 |
| Turkey                         | -.1718          | .10813          | 1.000                 |            |       |
| Venezuela                      | -.2013          | .11036          | 1.000                 |            |       |
|                                | Poland          | America         | .5713*                | .07663     | .000  |
|                                |                 | Argentina       | .1015                 | .10512     | 1.000 |
|                                |                 | Australia       | .5869                 | .13176     | .593  |
|                                |                 | Brazil          | .3830                 | .08622     | .599  |
|                                |                 | GB              | .1580                 | .08363     | 1.000 |
|                                |                 | Canada          | .5407                 | .11265     | .400  |
|                                |                 | China           | .6417                 | .12834     | .298  |
|                                |                 | Netherlands     | .3448                 | .09264     | .906  |
|                                |                 | Philippines     | .5522                 | .10652     | .217  |
|                                |                 | France          | 1.1194*               | .09986     | .000  |
|                                |                 | Germany         | 1.4278*               | .10266     | .000  |
|                                |                 | India           | .2042                 | .10383     | 1.000 |
|                                |                 | Indonesia       | .2816                 | .13057     | 1.000 |
|                                |                 | Japan           | .5634*                | .08897     | .011  |
|                                |                 | Malaysia        | .3360                 | .10888     | .990  |
|                                |                 | Mexico          | .4397                 | .11067     | .826  |
|                                |                 | Russia          | -.0751                | .11487     | 1.000 |
|                                |                 | Singapore       | .2266                 | .09325     | 1.000 |
|                                |                 | Spain           | .3077                 | .13176     | 1.000 |
|                                |                 | Switzerland     | .6542*                | .10479     | .015  |
| Turkey                         | .2680           | .10210          | .999                  |            |       |
| Venezuela                      | .2385           | .10446          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Russia          | America         | .6465*                | .08993     | .000  |
|                                |                 | Argentina       | .1766                 | .11517     | 1.000 |
|                                |                 | Australia       | .6621                 | .13991     | .437  |
|                                |                 | Brazil          | .4582                 | .09823     | .475  |
|                                |                 | GB              | .2331                 | .09597     | 1.000 |
|                                |                 | Canada          | .6159                 | .12209     | .277  |
|                                |                 | China           | .7168                 | .13669     | .194  |
|                                |                 | Netherlands     | .4200                 | .10391     | .798  |
|                                |                 | Philippines     | .6274                 | .11645     | .145  |
|                                |                 | France          | 1.1945*               | .11039     | .000  |
|                                |                 | Germany         | 1.5029*               | .11293     | .000  |
|                                |                 | India           | .2794                 | .11400     | 1.000 |
|                                |                 | Indonesia       | .3567                 | .13879     | .999  |
|                                |                 | Japan           | .6386*                | .10066     | .010  |
|                                |                 | Malaysia        | .4111                 | .11862     | .957  |
|                                |                 | Mexico          | .5149                 | .12026     | .686  |
|                                |                 | Poland          | .0751                 | .11487     | 1.000 |
|                                |                 | Singapore       | .3018                 | .10446     | .996  |
|                                |                 | Spain           | .3828                 | .13991     | .998  |
|                                |                 | Switzerland     | .7293*                | .11487     | .010  |
| Turkey                         | .3431           | .11243          | .991                  |            |       |
| Venezuela                      | .3136           | .11457          | .998                  |            |       |
|                                | Singapore       | America         | .3447                 | .05990     | .061  |
|                                |                 | Argentina       | -.1252                | .09362     | 1.000 |
|                                |                 | Australia       | .3603                 | .12278     | .995  |
|                                |                 | Brazil          | .1564                 | .07176     | 1.000 |
|                                |                 | GB              | -.0687                | .06863     | 1.000 |
|                                |                 | Canada          | .3141                 | .10201     | .990  |
|                                |                 | China           | .4150                 | .11910     | .954  |
|                                |                 | Netherlands     | .1182                 | .07936     | 1.000 |
|                                |                 | Philippines     | .3256                 | .09519     | .963  |
|                                |                 | France          | .8927*                | .08768     | .000  |
|                                |                 | Germany         | 1.2011*               | .09085     | .000  |
|                                |                 | India           | -.0224                | .09218     | 1.000 |
|                                |                 | Indonesia       | .0549                 | .12151     | 1.000 |
|                                |                 | Japan           | .3368                 | .07505     | .574  |
|                                |                 | Malaysia        | .1093                 | .09783     | 1.000 |
|                                |                 | Mexico          | .2131                 | .09981     | 1.000 |
|                                |                 | Poland          | -.2266                | .09325     | 1.000 |
|                                |                 | Russia          | -.3018                | .10446     | .996  |
|                                |                 | Spain           | .0810                 | .12278     | 1.000 |
|                                |                 | Switzerland     | .4275                 | .09325     | .520  |
| Turkey                         | .0413           | .09023          | 1.000                 |            |       |
| Venezuela                      | .0118           | .09289          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Spain           | America         | .2637                 | .11069     | 1.000 |
|                                |                 | Argentina       | -.2062                | .13202     | 1.000 |
|                                |                 | Australia       | .2793                 | .15408     | 1.000 |
|                                |                 | Brazil          | .0754                 | .11753     | 1.000 |
|                                |                 | GB              | -.1497                | .11565     | 1.000 |
|                                |                 | Canada          | .2331                 | .13809     | 1.000 |
|                                |                 | China           | .3340                 | .15116     | 1.000 |
|                                |                 | Netherlands     | .0372                 | .12232     | 1.000 |
|                                |                 | Philippines     | .2446                 | .13314     | 1.000 |
|                                |                 | France          | .8117*                | .12787     | .010  |
|                                |                 | Germany         | 1.1201*               | .13007     | .000  |
|                                |                 | India           | -.1034                | .13100     | 1.000 |
|                                |                 | Indonesia       | -.0261                | .15306     | 1.000 |
|                                |                 | Japan           | .2558                 | .11957     | 1.000 |
|                                |                 | Malaysia        | .0283                 | .13504     | 1.000 |
|                                |                 | Mexico          | .1321                 | .13648     | 1.000 |
|                                |                 | Poland          | -.3077                | .13176     | 1.000 |
|                                |                 | Russia          | -.3828                | .13991     | .998  |
|                                |                 | Singapore       | -.0810                | .12278     | 1.000 |
|                                |                 | Switzerland     | .3465                 | .13176     | .999  |
| Turkey                         | -.0397          | .12963          | 1.000                 |            |       |
| Venezuela                      | -.0692          | .13150          | 1.000                 |            |       |
|                                | Switzerland     | America         | -.0829                | .07663     | 1.000 |
|                                |                 | Argentina       | -.5527                | .10512     | .189  |
|                                |                 | Australia       | -.0672                | .13176     | 1.000 |
|                                |                 | Brazil          | -.2711                | .08622     | .987  |
|                                |                 | GB              | -.4962*               | .08363     | .038  |
|                                |                 | Canada          | -.1135                | .11265     | 1.000 |
|                                |                 | China           | -.0125                | .12834     | 1.000 |
|                                |                 | Netherlands     | -.3093                | .09264     | .972  |
|                                |                 | Philippines     | -.1019                | .10652     | 1.000 |
|                                |                 | France          | .4652                 | .09986     | .478  |
|                                |                 | Germany         | .7736*                | .10266     | .000  |
|                                |                 | India           | -.4499                | .10383     | .659  |
|                                |                 | Indonesia       | -.3726                | .13057     | .997  |
|                                |                 | Japan           | -.0907                | .08897     | 1.000 |
|                                |                 | Malaysia        | -.3182                | .10888     | .995  |
|                                |                 | Mexico          | -.2144                | .11067     | 1.000 |
|                                |                 | Poland          | -.6542*               | .10479     | .015  |
|                                |                 | Russia          | -.7293*               | .11487     | .010  |
|                                |                 | Singapore       | -.4275                | .09325     | .520  |
|                                |                 | Spain           | -.3465                | .13176     | .999  |
| Turkey                         | -.3862          | .10210          | .890                  |            |       |
| Venezuela                      | -.4157          | .10446          | .823                  |            |       |



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Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 10<br>Unreliable/Unintelligent | Turkey          | America         | .3033                 | .07292     | .746  |
|                                |                 | Argentina       | -.1665                | .10244     | 1.000 |
|                                |                 | Australia       | .3190                 | .12963     | 1.000 |
|                                |                 | Brazil          | .1151                 | .08293     | 1.000 |
|                                |                 | GB              | -.1100                | .08024     | 1.000 |
|                                |                 | Canada          | .2727                 | .11016     | 1.000 |
|                                |                 | China           | .3737                 | .12615     | .994  |
|                                |                 | Netherlands     | .0769                 | .08960     | 1.000 |
|                                |                 | Philippines     | .2842                 | .10388     | .998  |
|                                |                 | France          | .8514*                | .09704     | .000  |
|                                |                 | Germany         | 1.1598*               | .09992     | .000  |
|                                |                 | India           | -.0638                | .10113     | 1.000 |
|                                |                 | Indonesia       | .0136                 | .12842     | 1.000 |
|                                |                 | Japan           | .2955                 | .08580     | .960  |
|                                |                 | Malaysia        | .0680                 | .10630     | 1.000 |
|                                |                 | Mexico          | .1718                 | .10813     | 1.000 |
|                                |                 | Poland          | -.2680                | .10210     | .999  |
|                                |                 | Russia          | -.3431                | .11243     | .991  |
|                                |                 | Singapore       | -.0413                | .09023     | 1.000 |
|                                |                 | Spain           | .0397                 | .12963     | 1.000 |
| Switzerland                    | .3862           | .10210          | .890                  |            |       |
| Venezuela                      | -.0295          | .10177          | 1.000                 |            |       |
|                                | Venezuela       | America         | .3328                 | .07619     | .640  |
|                                |                 | Argentina       | -.1370                | .10479     | 1.000 |
|                                |                 | Australia       | .3485                 | .13150     | .999  |
|                                |                 | Brazil          | .1446                 | .08582     | 1.000 |
|                                |                 | GB              | -.0805                | .08322     | 1.000 |
|                                |                 | Canada          | .3022                 | .11235     | .999  |
|                                |                 | China           | .4032                 | .12807     | .987  |
|                                |                 | Netherlands     | .1064                 | .09228     | 1.000 |
|                                |                 | Philippines     | .3137                 | .10620     | .995  |
|                                |                 | France          | .8809*                | .09952     | .000  |
|                                |                 | Germany         | 1.1893*               | .10233     | .000  |
|                                |                 | India           | -.0343                | .10351     | 1.000 |
|                                |                 | Indonesia       | .0431                 | .13031     | 1.000 |
|                                |                 | Japan           | .3250                 | .08859     | .919  |
|                                |                 | Malaysia        | .0975                 | .10857     | 1.000 |
|                                |                 | Mexico          | .2013                 | .11036     | 1.000 |
|                                |                 | Poland          | -.2385                | .10446     | 1.000 |
|                                |                 | Russia          | -.3136                | .11457     | .998  |
|                                |                 | Singapore       | -.0118                | .09289     | 1.000 |
|                                |                 | Spain           | .0692                 | .13150     | 1.000 |
| Switzerland                    | .4157           | .10446          | .823                  |            |       |
| Turkey                         | .0295           | .10177          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent     | America         | Argentina       | -1.6053*              | .17253     | .000  |
|                    |                 | Australia       | -.4678                | .24774     | 1.000 |
|                    |                 | Brazil          | .8004*                | .10794     | .000  |
|                    |                 | GB              | -.2062                | .09722     | 1.000 |
|                    |                 | Canada          | .5838                 | .19489     | .993  |
|                    |                 | China           | -.5408                | .23857     | 1.000 |
|                    |                 | Netherlands     | -1.1485*              | .13195     | .000  |
|                    |                 | Philippines     | -.1141                | .17678     | 1.000 |
|                    |                 | France          | .0133                 | .15610     | 1.000 |
|                    |                 | Germany         | -.0097                | .16494     | 1.000 |
|                    |                 | India           | .1556                 | .16859     | 1.000 |
|                    |                 | Indonesia       | -.7039                | .24457     | .996  |
|                    |                 | Japan           | -1.0015*              | .11862     | .000  |
|                    |                 | Malaysia        | -.2234                | .18385     | 1.000 |
|                    |                 | Mexico          | -1.3331*              | .18911     | .001  |
|                    |                 | Poland          | 1.1780*               | .17151     | .001  |
|                    |                 | Russia          | .0066                 | .20128     | 1.000 |
|                    |                 | Singapore       | -.3933                | .13407     | .995  |
|                    |                 | Spain           | -.1975                | .24774     | 1.000 |
|                    |                 | Switzerland     | -.0158                | .17151     | 1.000 |
| Turkey             | .5031           | .16321          | .990                  |            |       |
| Venezuela          | -.8790          | .17052          | .229                  |            |       |
|                    | Argentina       | America         | 1.6053*               | .17253     | .000  |
|                    |                 | Australia       | 1.1375                | .29548     | .869  |
|                    |                 | Brazil          | 2.4057*               | .19387     | .000  |
|                    |                 | GB              | 1.3991*               | .18810     | .000  |
|                    |                 | Canada          | 2.1891*               | .25281     | .000  |
|                    |                 | China           | 1.0646                | .28784     | .912  |
|                    |                 | Netherlands     | .4568                 | .20819     | 1.000 |
|                    |                 | Philippines     | 1.4912*               | .23913     | .015  |
|                    |                 | France          | 1.6186*               | .22427     | .000  |
|                    |                 | Germany         | 1.5956*               | .23051     | .001  |
|                    |                 | India           | 1.7609*               | .23314     | .000  |
|                    |                 | Indonesia       | .9014                 | .29282     | .990  |
|                    |                 | Japan           | .6038                 | .20001     | .993  |
|                    |                 | Malaysia        | 1.3819                | .24440     | .079  |
|                    |                 | Mexico          | .2722                 | .24839     | 1.000 |
|                    |                 | Poland          | 2.7833*               | .23526     | .000  |
|                    |                 | Russia          | 1.6119*               | .25777     | .014  |
|                    |                 | Singapore       | 1.2120                | .20954     | .057  |
|                    |                 | Spain           | 1.4078                | .29548     | .419  |
|                    |                 | Switzerland     | 1.5896*               | .23526     | .002  |
| Turkey             | 2.1084*         | .22928          | .000                  |            |       |
| Venezuela          | .7263           | .23454          | .990                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent     | Australia       | America         | .4678                 | .24774     | 1.000 |
|                    |                 | Argentina       | -1.1375               | .29548     | .869  |
|                    |                 | Brazil          | 1.2682                | .26305     | .389  |
|                    |                 | GB              | .2616                 | .25883     | 1.000 |
|                    |                 | Canada          | 1.0516                | .30908     | .965  |
|                    |                 | China           | -.0730                | .33832     | 1.000 |
|                    |                 | Netherlands     | -.6807                | .27378     | 1.000 |
|                    |                 | Philippines     | .3537                 | .29799     | 1.000 |
|                    |                 | France          | .4811                 | .28620     | 1.000 |
|                    |                 | Germany         | .4581                 | .29112     | 1.000 |
|                    |                 | India           | .6234                 | .29320     | 1.000 |
|                    |                 | Indonesia       | -.2361                | .34257     | 1.000 |
|                    |                 | Japan           | -.5337                | .26761     | 1.000 |
|                    |                 | Malaysia        | .2444                 | .30224     | 1.000 |
|                    |                 | Mexico          | -.8653                | .30546     | .997  |
|                    |                 | Poland          | 1.6458                | .29489     | .094  |
|                    |                 | Russia          | .4744                 | .31314     | 1.000 |
|                    |                 | Singapore       | .0745                 | .27481     | 1.000 |
|                    |                 | Spain           | .2703                 | .34485     | 1.000 |
|                    |                 | Switzerland     | .4520                 | .29489     | 1.000 |
| Turkey             | .9708           | .29014          | .972                  |            |       |
| Venezuela          | -.4112          | .29432          | 1.000                 |            |       |
|                    | Brazil          | America         | -.8004*               | .10794     | .000  |
|                    |                 | Argentina       | -2.4057*              | .19387     | .000  |
|                    |                 | Australia       | -1.2682               | .26305     | .389  |
|                    |                 | GB              | -1.0066*              | .13141     | .000  |
|                    |                 | Canada          | -.2166                | .21401     | 1.000 |
|                    |                 | China           | -1.3412               | .25443     | .184  |
|                    |                 | Netherlands     | -1.9489*              | .15883     | .000  |
|                    |                 | Philippines     | -.9145                | .19766     | .496  |
|                    |                 | France          | -.7871                | .17940     | .630  |
|                    |                 | Germany         | -.8101                | .18714     | .661  |
|                    |                 | India           | -.6448                | .19037     | .967  |
|                    |                 | Indonesia       | -1.5043               | .26006     | .057  |
|                    |                 | Japan           | -1.8019*              | .14795     | .000  |
|                    |                 | Malaysia        | -1.0238               | .20401     | .289  |
|                    |                 | Mexico          | -2.1335*              | .20876     | .000  |
|                    |                 | Poland          | .3776                 | .19297     | 1.000 |
|                    |                 | Russia          | -.7938                | .21985     | .932  |
|                    |                 | Singapore       | -1.1937*              | .16060     | .000  |
|                    |                 | Spain           | -.9979                | .26305     | .887  |
|                    |                 | Switzerland     | -.8162                | .19297     | .712  |
| Turkey             | -.2973          | .18562          | 1.000                 |            |       |
| Venezuela          | -1.6794*        | .19208          | .000                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent     | GB              | America         | .2062                 | .09722     | 1.000 |
|                    |                 | Argentina       | -1.3991*              | .18810     | .000  |
|                    |                 | Australia       | -.2616                | .25883     | 1.000 |
|                    |                 | Brazil          | 1.0066*               | .13141     | .000  |
|                    |                 | Canada          | .7900                 | .20881     | .889  |
|                    |                 | China           | -.3346                | .25007     | 1.000 |
|                    |                 | Netherlands     | -.9423*               | .15175     | .016  |
|                    |                 | Philippines     | .0921                 | .19201     | 1.000 |
|                    |                 | France          | .2195                 | .17316     | 1.000 |
|                    |                 | Germany         | .1964                 | .18117     | 1.000 |
|                    |                 | India           | .3618                 | .18450     | 1.000 |
|                    |                 | Indonesia       | -.4977                | .25579     | 1.000 |
|                    |                 | Japan           | -.7954                | .14032     | .076  |
|                    |                 | Malaysia        | -.0172                | .19854     | 1.000 |
|                    |                 | Mexico          | -1.1269               | .20342     | .104  |
|                    |                 | Poland          | 1.3842*               | .18718     | .000  |
|                    |                 | Russia          | .2128                 | .21478     | 1.000 |
|                    |                 | Singapore       | -.1871                | .15360     | 1.000 |
|                    |                 | Spain           | .0087                 | .25883     | 1.000 |
|                    |                 | Switzerland     | .1904                 | .18718     | 1.000 |
| Turkey             | .7092           | .17959          | .835                  |            |       |
| Venezuela          | -.6729          | .18627          | .931                  |            |       |
|                    | Canada          | America         | -.5838                | .19489     | .993  |
|                    |                 | Argentina       | -2.1891*              | .25281     | .000  |
|                    |                 | Australia       | -1.0516               | .30908     | .965  |
|                    |                 | Brazil          | .2166                 | .21401     | 1.000 |
|                    |                 | GB              | -.7900                | .20881     | .889  |
|                    |                 | China           | -1.1246               | .30177     | .905  |
|                    |                 | Netherlands     | -1.7323*              | .22707     | .000  |
|                    |                 | Philippines     | -.6979                | .25574     | .998  |
|                    |                 | France          | -.5705                | .24190     | 1.000 |
|                    |                 | Germany         | -.5936                | .24770     | 1.000 |
|                    |                 | India           | -.4282                | .25015     | 1.000 |
|                    |                 | Indonesia       | -1.2877               | .30653     | .726  |
|                    |                 | Japan           | -1.5854*              | .21959     | .000  |
|                    |                 | Malaysia        | -.8072                | .26068     | .990  |
|                    |                 | Mexico          | -1.9169*              | .26441     | .000  |
|                    |                 | Poland          | .5942                 | .25213     | 1.000 |
|                    |                 | Russia          | -.5772                | .27325     | 1.000 |
|                    |                 | Singapore       | -.9771                | .22831     | .687  |
|                    |                 | Spain           | -.7813                | .30908     | 1.000 |
|                    |                 | Switzerland     | -.5996                | .25213     | 1.000 |
| Turkey             | -.0808          | .24655          | 1.000                 |            |       |
| Venezuela          | -1.4629         | .25145          | .052                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent     | China           | America         | .5408                 | .23857     | 1.000 |
|                    |                 | Argentina       | -1.0646               | .28784     | .912  |
|                    |                 | Australia       | .0730                 | .33832     | 1.000 |
|                    |                 | Brazil          | 1.3412                | .25443     | .184  |
|                    |                 | GB              | .3346                 | .25007     | 1.000 |
|                    |                 | Canada          | 1.1246                | .30177     | .905  |
|                    |                 | Netherlands     | -.6077                | .26551     | 1.000 |
|                    |                 | Philippines     | .4267                 | .29041     | 1.000 |
|                    |                 | France          | .5541                 | .27830     | 1.000 |
|                    |                 | Germany         | .5310                 | .28335     | 1.000 |
|                    |                 | India           | .6964                 | .28550     | 1.000 |
|                    |                 | Indonesia       | -.1632                | .33600     | 1.000 |
|                    |                 | Japan           | -.4608                | .25915     | 1.000 |
|                    |                 | Malaysia        | .3174                 | .29477     | 1.000 |
|                    |                 | Mexico          | -.7923                | .29807     | .999  |
|                    |                 | Poland          | 1.7187*               | .28723     | .033  |
|                    |                 | Russia          | .5474                 | .30594     | 1.000 |
|                    |                 | Singapore       | .1474                 | .26657     | 1.000 |
|                    |                 | Spain           | .3432                 | .33832     | 1.000 |
|                    |                 | Switzerland     | .5250                 | .28723     | 1.000 |
| Turkey             | 1.0438          | .28235          | .912                  |            |       |
| Venezuela          | -.3383          | .28664          | 1.000                 |            |       |
|                    | Netherlands     | America         | 1.1485*               | .13195     | .000  |
|                    |                 | Argentina       | -.4568                | .20819     | 1.000 |
|                    |                 | Australia       | .6807                 | .27378     | 1.000 |
|                    |                 | Brazil          | 1.9489*               | .15883     | .000  |
|                    |                 | GB              | .9423*                | .15175     | .016  |
|                    |                 | Canada          | 1.7323*               | .22707     | .000  |
|                    |                 | China           | .6077                 | .26551     | 1.000 |
|                    |                 | Philippines     | 1.0344                | .21173     | .355  |
|                    |                 | France          | 1.1618*               | .19479     | .034  |
|                    |                 | Germany         | 1.1388                | .20194     | .082  |
|                    |                 | India           | 1.3041*               | .20494     | .010  |
|                    |                 | Indonesia       | .4446                 | .27091     | 1.000 |
|                    |                 | Japan           | .1470                 | .16628     | 1.000 |
|                    |                 | Malaysia        | .9251                 | .21767     | .702  |
|                    |                 | Mexico          | -.1846                | .22213     | 1.000 |
|                    |                 | Poland          | 2.3265*               | .20735     | .000  |
|                    |                 | Russia          | 1.1551                | .23257     | .314  |
|                    |                 | Singapore       | .7552                 | .17763     | .701  |
|                    |                 | Spain           | .9510                 | .27378     | .956  |
|                    |                 | Switzerland     | 1.1327                | .20735     | .123  |
| Turkey             | 1.6516*         | .20053          | .000                  |            |       |
| Venezuela          | .2695           | .20653          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent     | Philippines     | America         | .1141                 | .17678     | 1.000 |
|                    |                 | Argentina       | -1.4912*              | .23913     | .015  |
|                    |                 | Australia       | -.3537                | .29799     | 1.000 |
|                    |                 | Brazil          | .9145                 | .19766     | .496  |
|                    |                 | GB              | -.0921                | .19201     | 1.000 |
|                    |                 | Canada          | .6979                 | .25574     | .998  |
|                    |                 | China           | -.4267                | .29041     | 1.000 |
|                    |                 | Netherlands     | -1.0344               | .21173     | .355  |
|                    |                 | France          | .1274                 | .22756     | 1.000 |
|                    |                 | Germany         | .1044                 | .23371     | 1.000 |
|                    |                 | India           | .2697                 | .23631     | 1.000 |
|                    |                 | Indonesia       | -.5898                | .29535     | 1.000 |
|                    |                 | Japan           | -.8874                | .20369     | .646  |
|                    |                 | Malaysia        | -.1093                | .24742     | 1.000 |
|                    |                 | Mexico          | -1.2190               | .25136     | .374  |
|                    |                 | Poland          | 1.2921                | .23840     | .136  |
|                    |                 | Russia          | .1207                 | .26064     | 1.000 |
|                    |                 | Singapore       | -.2792                | .21306     | 1.000 |
|                    |                 | Spain           | -.0834                | .29799     | 1.000 |
|                    |                 | Switzerland     | .0983                 | .23840     | 1.000 |
| Turkey             | .6172           | .23249          | .999                  |            |       |
| Venezuela          | -.7649          | .23769          | .983                  |            |       |
|                    | France          | America         | -.0133                | .15610     | 1.000 |
|                    |                 | Argentina       | -1.6186*              | .22427     | .000  |
|                    |                 | Australia       | -.4811                | .28620     | 1.000 |
|                    |                 | Brazil          | .7871                 | .17940     | .630  |
|                    |                 | GB              | -.2195                | .17316     | 1.000 |
|                    |                 | Canada          | .5705                 | .24190     | 1.000 |
|                    |                 | China           | -.5541                | .27830     | 1.000 |
|                    |                 | Netherlands     | -1.1618*              | .19479     | .034  |
|                    |                 | Philippines     | -.1274                | .22756     | 1.000 |
|                    |                 | Germany         | -.0230                | .21849     | 1.000 |
|                    |                 | India           | .1423                 | .22126     | 1.000 |
|                    |                 | Indonesia       | -.7172                | .28345     | .999  |
|                    |                 | Japan           | -1.0149               | .18602     | .125  |
|                    |                 | Malaysia        | -.2367                | .23310     | 1.000 |
|                    |                 | Mexico          | -1.3464               | .23727     | .075  |
|                    |                 | Poland          | 1.1647                | .22350     | .206  |
|                    |                 | Russia          | -.0067                | .24708     | 1.000 |
|                    |                 | Singapore       | -.4066                | .19624     | 1.000 |
|                    |                 | Spain           | -.2108                | .28620     | 1.000 |
|                    |                 | Switzerland     | -.0291                | .22350     | 1.000 |
| Turkey             | .4897           | .21719          | 1.000                 |            |       |
| Venezuela          | -.8924          | .22273          | .813                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 11 Independent     | Germany         | America         | .0097                 | .16494     | 1.000  |       |
|                    |                 | Argentina       | -1.5956*              | .23051     | .001   |       |
|                    |                 | Australia       | -.4581                | .29112     | 1.000  |       |
|                    |                 | Brazil          | .8101                 | .18714     | .661   |       |
|                    |                 | GB              | -.1964                | .18117     | 1.000  |       |
|                    |                 | Canada          | .5936                 | .24770     | 1.000  |       |
|                    |                 | China           | -.5310                | .28335     | 1.000  |       |
|                    |                 | Netherlands     | -1.1388               | .20194     | .082   |       |
|                    |                 | Philippines     | -.1044                | .23371     | 1.000  |       |
|                    |                 | France          | .0230                 | .21849     | 1.000  |       |
|                    |                 | India           | .1654                 | .22758     | 1.000  |       |
|                    |                 | Indonesia       | -.6942                | .28842     | 1.000  |       |
|                    |                 | Japan           | -.9918                | .19350     | .241   |       |
|                    |                 | Malaysia        | -.2136                | .23911     | 1.000  |       |
|                    |                 | Mexico          | -1.3233               | .24318     | .129   |       |
|                    |                 | Poland          | 1.1877                | .22976     | .223   |       |
|                    |                 | Russia          | .0163                 | .25276     | 1.000  |       |
|                    |                 | Singapore       | -.3836                | .20334     | 1.000  |       |
|                    |                 | Spain           | -.1878                | .29112     | 1.000  |       |
|                    |                 | Switzerland     | -.0060                | .22976     | 1.000  |       |
|                    | Turkey          | .5128           | .22362                | 1.000      |        |       |
|                    | Venezuela       | -.8693          | .22902                | .886       |        |       |
|                    |                 | India           | America               | -.1556     | .16859 | 1.000 |
|                    |                 |                 | Argentina             | -1.7609*   | .23314 | .000  |
|                    |                 |                 | Australia             | -.6234     | .29320 | 1.000 |
|                    |                 |                 | Brazil                | .6448      | .19037 | .967  |
|                    |                 |                 | GB                    | -.3618     | .18450 | 1.000 |
|                    |                 |                 | Canada                | .4282      | .25015 | 1.000 |
|                    |                 |                 | China                 | -.6964     | .28550 | 1.000 |
|                    |                 |                 | Netherlands           | -1.3041*   | .20494 | .010  |
|                    |                 |                 | Philippines           | -.2697     | .23631 | 1.000 |
|                    |                 |                 | France                | -.1423     | .22126 | 1.000 |
|                    |                 |                 | Germany               | -.1654     | .22758 | 1.000 |
|                    | Indonesia       |                 | -.8595                | .29052     | .994   |       |
|                    | Japan           |                 | -1.1572*              | .19663     | .043   |       |
|                    | Malaysia        | -.3790          | .24164                | 1.000      |        |       |
|                    | Mexico          | -1.4887*        | .24567                | .026       |        |       |
|                    | Poland          | 1.0224          | .23240                | .623       |        |       |
|                    | Russia          | -.1490          | .25516                | 1.000      |        |       |
|                    | Singapore       | -.5489          | .20631                | .999       |        |       |
|                    | Spain           | -.3531          | .29320                | 1.000      |        |       |
|                    | Switzerland     | -.1714          | .23240                | 1.000      |        |       |
|                    | Turkey          | .3474           | .22633                | 1.000      |        |       |
|                    | Venezuela       | -1.0347         | .23166                | .586       |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent     | Indonesia       | America         | .7039                 | .24457     | .996  |
|                    |                 | Argentina       | -.9014                | .29282     | .990  |
|                    |                 | Australia       | .2361                 | .34257     | 1.000 |
|                    |                 | Brazil          | 1.5043                | .26006     | .057  |
|                    |                 | GB              | .4977                 | .25579     | 1.000 |
|                    |                 | Canada          | 1.2877                | .30653     | .726  |
|                    |                 | China           | .1632                 | .33600     | 1.000 |
|                    |                 | Netherlands     | -.4446                | .27091     | 1.000 |
|                    |                 | Philippines     | .5898                 | .29535     | 1.000 |
|                    |                 | France          | .7172                 | .28345     | .999  |
|                    |                 | Germany         | .6942                 | .28842     | 1.000 |
|                    |                 | India           | .8595                 | .29052     | .994  |
|                    |                 | Japan           | -.2976                | .26467     | 1.000 |
|                    |                 | Malaysia        | .4805                 | .29964     | 1.000 |
|                    |                 | Mexico          | -.6291                | .30289     | 1.000 |
|                    |                 | Poland          | 1.8819*               | .29223     | .008  |
|                    |                 | Russia          | .7105                 | .31063     | 1.000 |
|                    |                 | Singapore       | .3106                 | .27195     | 1.000 |
|                    |                 | Spain           | .5064                 | .34257     | 1.000 |
|                    |                 | Switzerland     | .6882                 | .29223     | 1.000 |
| Turkey             | 1.2070          | .28743          | .727                  |            |       |
| Venezuela          | -.1751          | .29165          | 1.000                 |            |       |
|                    | Japan           | America         | 1.0015*               | .11862     | .000  |
|                    |                 | Argentina       | -.6038                | .20001     | .993  |
|                    |                 | Australia       | .5337                 | .26761     | 1.000 |
|                    |                 | Brazil          | 1.8019*               | .14795     | .000  |
|                    |                 | GB              | .7954                 | .14032     | .076  |
|                    |                 | Canada          | 1.5854*               | .21959     | .000  |
|                    |                 | China           | .4608                 | .25915     | 1.000 |
|                    |                 | Netherlands     | -.1470                | .16628     | 1.000 |
|                    |                 | Philippines     | .8874                 | .20369     | .646  |
|                    |                 | France          | 1.0149                | .18602     | .125  |
|                    |                 | Germany         | .9918                 | .19350     | .241  |
|                    |                 | India           | 1.1572*               | .19663     | .043  |
|                    |                 | Indonesia       | .2976                 | .26467     | 1.000 |
|                    |                 | Malaysia        | .7782                 | .20986     | .910  |
|                    |                 | Mexico          | -.3315                | .21448     | 1.000 |
|                    |                 | Poland          | 2.1795*               | .19914     | .000  |
|                    |                 | Russia          | 1.0081                | .22528     | .581  |
|                    |                 | Singapore       | .6082                 | .16797     | .930  |
|                    |                 | Spain           | .8040                 | .26761     | .993  |
|                    |                 | Switzerland     | .9858                 | .19914     | .322  |
| Turkey             | 1.5046*         | .19203          | .000                  |            |       |
| Venezuela          | .1225           | .19828          | 1.000                 |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 11 Independent     | Malaysia        | America         | .2234                 | .18385     | 1.000  |       |
|                    |                 | Argentina       | -1.3819               | .24440     | .079   |       |
|                    |                 | Australia       | -.2444                | .30224     | 1.000  |       |
|                    |                 | Brazil          | 1.0238                | .20401     | .289   |       |
|                    |                 | GB              | .0172                 | .19854     | 1.000  |       |
|                    |                 | Canada          | .8072                 | .26068     | .990   |       |
|                    |                 | China           | -.3174                | .29477     | 1.000  |       |
|                    |                 | Netherlands     | -.9251                | .21767     | .702   |       |
|                    |                 | Philippines     | .1093                 | .24742     | 1.000  |       |
|                    |                 | France          | .2367                 | .23310     | 1.000  |       |
|                    |                 | Germany         | .2136                 | .23911     | 1.000  |       |
|                    |                 | India           | .3790                 | .24164     | 1.000  |       |
|                    |                 | Indonesia       | -.4805                | .29964     | 1.000  |       |
|                    |                 | Japan           | -.7782                | .20986     | .910   |       |
|                    |                 | Mexico          | -1.1097               | .25638     | .661   |       |
|                    |                 | Poland          | 1.4014                | .24369     | .062   |       |
|                    |                 | Russia          | .2300                 | .26549     | 1.000  |       |
|                    |                 | Singapore       | -.1699                | .21896     | 1.000  |       |
|                    |                 | Spain           | .0259                 | .30224     | 1.000  |       |
|                    |                 | Switzerland     | .2076                 | .24369     | 1.000  |       |
|                    | Turkey          | .7264           | .23792                | .991       |        |       |
|                    | Venezuela       | -.6557          | .24299                | .999       |        |       |
|                    |                 | Mexico          | America               | 1.3331*    | .18911 | .001  |
|                    |                 |                 | Argentina             | -.2722     | .24839 | 1.000 |
|                    |                 |                 | Australia             | .8653      | .30546 | .997  |
|                    |                 |                 | Brazil                | 2.1335*    | .20876 | .000  |
|                    |                 |                 | GB                    | 1.1269     | .20342 | .104  |
|                    |                 |                 | Canada                | 1.9169*    | .26441 | .000  |
|                    |                 |                 | China                 | .7923      | .29807 | .999  |
|                    |                 |                 | Netherlands           | .1846      | .22213 | 1.000 |
|                    |                 |                 | Philippines           | 1.2190     | .25136 | .374  |
|                    |                 |                 | France                | 1.3464     | .23727 | .075  |
|                    |                 |                 | Germany               | 1.3233     | .24318 | .129  |
|                    | India           |                 | 1.4887*               | .24567     | .026   |       |
|                    | Indonesia       |                 | .6291                 | .30289     | 1.000  |       |
|                    | Japan           | .3315           | .21448                | 1.000      |        |       |
|                    | Malaysia        | 1.1097          | .25638                | .661       |        |       |
|                    | Poland          | 2.5111*         | .24768                | .000       |        |       |
|                    | Russia          | 1.3397          | .26916                | .309       |        |       |
|                    | Singapore       | .9398           | .22340                | .723       |        |       |
|                    | Spain           | 1.1356          | .30546                | .907       |        |       |
|                    | Switzerland     | 1.3173          | .24768                | .168       |        |       |
|                    | Turkey          | 1.8361*         | .24201                | .000       |        |       |
|                    | Venezuela       | .4540           | .24700                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 11 Independent     | Poland          | America         | -1.1780*              | .17151     | .001   |       |
|                    |                 | Argentina       | -2.7833*              | .23526     | .000   |       |
|                    |                 | Australia       | -1.6458               | .29489     | .094   |       |
|                    |                 | Brazil          | -.3776                | .19297     | 1.000  |       |
|                    |                 | GB              | -1.3842*              | .18718     | .000   |       |
|                    |                 | Canada          | -.5942                | .25213     | 1.000  |       |
|                    |                 | China           | -1.7187*              | .28723     | .033   |       |
|                    |                 | Netherlands     | -2.3265*              | .20735     | .000   |       |
|                    |                 | Philippines     | -1.2921               | .23840     | .136   |       |
|                    |                 | France          | -1.1647               | .22350     | .206   |       |
|                    |                 | Germany         | -1.1877               | .22976     | .223   |       |
|                    |                 | India           | -1.0224               | .23240     | .623   |       |
|                    |                 | Indonesia       | -1.8819*              | .29223     | .008   |       |
|                    |                 | Japan           | -2.1795*              | .19914     | .000   |       |
|                    |                 | Malaysia        | -1.4014               | .24369     | .062   |       |
|                    |                 | Mexico          | -2.5111*              | .24768     | .000   |       |
|                    |                 | Russia          | -1.1714               | .25710     | .536   |       |
|                    |                 | Singapore       | -1.5713*              | .20871     | .000   |       |
|                    |                 | Spain           | -1.3755               | .29489     | .475   |       |
|                    |                 | Switzerland     | -1.1938               | .23452     | .257   |       |
|                    | Turkey          | -.6749          | .22852                | .995       |        |       |
|                    | Venezuela       | -2.0570*        | .23380                | .000       |        |       |
|                    |                 | Russia          | America               | -.0066     | .20128 | 1.000 |
|                    |                 |                 | Argentina             | -1.6119*   | .25777 | .014  |
|                    |                 |                 | Australia             | -.4744     | .31314 | 1.000 |
|                    |                 |                 | Brazil                | .7938      | .21985 | .932  |
|                    |                 |                 | GB                    | -.2128     | .21478 | 1.000 |
|                    |                 |                 | Canada                | .5772      | .27325 | 1.000 |
|                    |                 |                 | China                 | -.5474     | .30594 | 1.000 |
|                    |                 |                 | Netherlands           | -1.1551    | .23257 | .314  |
|                    |                 |                 | Philippines           | -.1207     | .26064 | 1.000 |
|                    |                 |                 | France                | .0067      | .24708 | 1.000 |
|                    |                 |                 | Germany               | -.0163     | .25276 | 1.000 |
|                    | India           |                 | .1490                 | .25516     | 1.000  |       |
|                    | Indonesia       |                 | -.7105                | .31063     | 1.000  |       |
|                    | Japan           | -1.0081         | .22528                | .581       |        |       |
|                    | Malaysia        | -.2300          | .26549                | 1.000      |        |       |
|                    | Mexico          | -1.3397         | .26916                | .309       |        |       |
|                    | Poland          | 1.1714          | .25710                | .536       |        |       |
|                    | Singapore       | -.3999          | .23379                | 1.000      |        |       |
|                    | Spain           | -.2041          | .31314                | 1.000      |        |       |
|                    | Switzerland     | -.0224          | .25710                | 1.000      |        |       |
|                    | Turkey          | .4965           | .25163                | 1.000      |        |       |
|                    | Venezuela       | -.8856          | .25643                | .959       |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 11 Independent     | Singapore       | America         | .3933                 | .13407     | .995   |       |
|                    |                 | Argentina       | -1.2120               | .20954     | .057   |       |
|                    |                 | Australia       | -.0745                | .27481     | 1.000  |       |
|                    |                 | Brazil          | 1.1937*               | .16060     | .000   |       |
|                    |                 | GB              | .1871                 | .15360     | 1.000  |       |
|                    |                 | Canada          | .9771                 | .22831     | .687   |       |
|                    |                 | China           | -.1474                | .26657     | 1.000  |       |
|                    |                 | Netherlands     | -.7552                | .17763     | .701   |       |
|                    |                 | Philippines     | .2792                 | .21306     | 1.000  |       |
|                    |                 | France          | .4066                 | .19624     | 1.000  |       |
|                    |                 | Germany         | .3836                 | .20334     | 1.000  |       |
|                    |                 | India           | .5489                 | .20631     | .999   |       |
|                    |                 | Indonesia       | -.3106                | .27195     | 1.000  |       |
|                    |                 | Japan           | -.6082                | .16797     | .930   |       |
|                    |                 | Malaysia        | .1699                 | .21896     | 1.000  |       |
|                    |                 | Mexico          | -.9398                | .22340     | .723   |       |
|                    |                 | Poland          | 1.5713*               | .20871     | .000   |       |
|                    |                 | Russia          | .3999                 | .23379     | 1.000  |       |
|                    |                 | Spain           | .1958                 | .27481     | 1.000  |       |
|                    |                 | Switzerland     | .3776                 | .20871     | 1.000  |       |
|                    | Turkey          | .8964           | .20194                | .602       |        |       |
|                    | Venezuela       | -.4857          | .20789                | 1.000      |        |       |
|                    |                 | Spain           | America               | .1975      | .24774 | 1.000 |
|                    |                 |                 | Argentina             | -1.4078    | .29548 | .419  |
|                    |                 |                 | Australia             | -.2703     | .34485 | 1.000 |
|                    |                 |                 | Brazil                | .9979      | .26305 | .887  |
|                    |                 |                 | GB                    | -.0087     | .25883 | 1.000 |
|                    |                 |                 | Canada                | .7813      | .30908 | 1.000 |
|                    |                 |                 | China                 | -.3432     | .33832 | 1.000 |
|                    |                 |                 | Netherlands           | -.9510     | .27378 | .956  |
|                    |                 |                 | Philippines           | .0834      | .29799 | 1.000 |
|                    |                 |                 | France                | .2108      | .28620 | 1.000 |
|                    |                 |                 | Germany               | .1878      | .29112 | 1.000 |
|                    | India           |                 | .3531                 | .29320     | 1.000  |       |
|                    | Indonesia       |                 | -.5064                | .34257     | 1.000  |       |
|                    | Japan           | -.8040          | .26761                | .993       |        |       |
|                    | Malaysia        | -.0259          | .30224                | 1.000      |        |       |
|                    | Mexico          | -1.1356         | .30546                | .907       |        |       |
|                    | Poland          | 1.3755          | .29489                | .475       |        |       |
|                    | Russia          | .2041           | .31314                | 1.000      |        |       |
|                    | Singapore       | -.1958          | .27481                | 1.000      |        |       |
|                    | Switzerland     | .1818           | .29489                | 1.000      |        |       |
|                    | Turkey          | .7006           | .29014                | 1.000      |        |       |
|                    | Venezuela       | -.6815          | .29432                | 1.000      |        |       |

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent     | Switzerland     | America         | .0158                 | .17151     | 1.000 |
|                    |                 | Argentina       | -1.5896*              | .23526     | .002  |
|                    |                 | Australia       | -.4520                | .29489     | 1.000 |
|                    |                 | Brazil          | .8162                 | .19297     | .712  |
|                    |                 | GB              | -.1904                | .18718     | 1.000 |
|                    |                 | Canada          | .5996                 | .25213     | 1.000 |
|                    |                 | China           | -.5250                | .28723     | 1.000 |
|                    |                 | Netherlands     | -1.1327               | .20735     | .123  |
|                    |                 | Philippines     | -.0983                | .23840     | 1.000 |
|                    |                 | France          | .0291                 | .22350     | 1.000 |
|                    |                 | Germany         | .0060                 | .22976     | 1.000 |
|                    |                 | India           | .1714                 | .23240     | 1.000 |
|                    |                 | Indonesia       | -.6882                | .29223     | 1.000 |
|                    |                 | Japan           | -.9858                | .19914     | .322  |
|                    |                 | Malaysia        | -.2076                | .24369     | 1.000 |
|                    |                 | Mexico          | -1.3173               | .24768     | .168  |
|                    |                 | Poland          | 1.1938                | .23452     | .257  |
|                    |                 | Russia          | .0224                 | .25710     | 1.000 |
|                    |                 | Singapore       | -.3776                | .20871     | 1.000 |
|                    |                 | Spain           | -.1818                | .29489     | 1.000 |
| Turkey             | .5188           | .22852          | 1.000                 |            |       |
| Venezuela          | -.8633          | .23380          | .914                  |            |       |
|                    | Turkey          | America         | -.5031                | .16321     | .990  |
|                    |                 | Argentina       | -2.1084*              | .22928     | .000  |
|                    |                 | Australia       | -.9708                | .29014     | .972  |
|                    |                 | Brazil          | .2973                 | .18562     | 1.000 |
|                    |                 | GB              | -.7092                | .17959     | .835  |
|                    |                 | Canada          | .0808                 | .24655     | 1.000 |
|                    |                 | China           | -1.0438               | .28235     | .912  |
|                    |                 | Netherlands     | -1.6516*              | .20053     | .000  |
|                    |                 | Philippines     | -.6172                | .23249     | .999  |
|                    |                 | France          | -.4897                | .21719     | 1.000 |
|                    |                 | Germany         | -.5128                | .22362     | 1.000 |
|                    |                 | India           | -.3474                | .22633     | 1.000 |
|                    |                 | Indonesia       | -1.2070               | .28743     | .727  |
|                    |                 | Japan           | -1.5046*              | .19203     | .000  |
|                    |                 | Malaysia        | -.7264                | .23792     | .991  |
|                    |                 | Mexico          | -1.8361*              | .24201     | .000  |
|                    |                 | Poland          | .6749                 | .22852     | .995  |
|                    |                 | Russia          | -.4965                | .25163     | 1.000 |
|                    |                 | Singapore       | -.8964                | .20194     | .602  |
|                    |                 | Spain           | -.7006                | .29014     | 1.000 |
| Switzerland        | -.5188          | .22852          | 1.000                 |            |       |
| Venezuela          | -1.3821*        | .22777          | .025                  |            |       |

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| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 11 Independent          | Venezuela       | America         | .8790                 | .17052     | .229  |
|                         |                 | Argentina       | -.7263                | .23454     | .990  |
|                         |                 | Australia       | .4112                 | .29432     | 1.000 |
|                         |                 | Brazil          | 1.6794*               | .19208     | .000  |
|                         |                 | GB              | .6729                 | .18627     | .931  |
|                         |                 | Canada          | 1.4629                | .25145     | .052  |
|                         |                 | China           | .3383                 | .28664     | 1.000 |
|                         |                 | Netherlands     | -.2695                | .20653     | 1.000 |
|                         |                 | Philippines     | .7649                 | .23769     | .983  |
|                         |                 | France          | .8924                 | .22273     | .813  |
|                         |                 | Germany         | .8693                 | .22902     | .886  |
|                         |                 | India           | 1.0347                | .23166     | .586  |
|                         |                 | Indonesia       | .1751                 | .29165     | 1.000 |
|                         |                 | Japan           | -.1225                | .19828     | 1.000 |
|                         |                 | Malaysia        | .6557                 | .24299     | .999  |
|                         |                 | Mexico          | -.4540                | .24700     | 1.000 |
|                         |                 | Poland          | 2.0570*               | .23380     | .000  |
|                         |                 | Russia          | .8856                 | .25643     | .959  |
|                         |                 | Singapore       | .4857                 | .20789     | 1.000 |
|                         |                 | Spain           | .6815                 | .29432     | 1.000 |
| Switzerland             | .8633           | .23380          | .914                  |            |       |
| Turkey                  | 1.3821*         | .22777          | .025                  |            |       |
| 12 Protective/Sensitive | America         | Argentina       | -.3037                | .12810     | 1.000 |
|                         |                 | Australia       | -.0512                | .18395     | 1.000 |
|                         |                 | Brazil          | -.0723                | .08015     | 1.000 |
|                         |                 | GB              | .3092                 | .07218     | .685  |
|                         |                 | Canada          | -.1912                | .14471     | 1.000 |
|                         |                 | China           | -.2529                | .17715     | 1.000 |
|                         |                 | Netherlands     | .1856                 | .09797     | 1.000 |
|                         |                 | Philippines     | -.1138                | .13126     | 1.000 |
|                         |                 | France          | -.2608                | .11590     | 1.000 |
|                         |                 | Germany         | -.3439                | .12247     | .997  |
|                         |                 | India           | -.1079                | .12518     | 1.000 |
|                         |                 | Indonesia       | -.1088                | .18159     | 1.000 |
|                         |                 | Japan           | .7623*                | .08808     | .000  |
|                         |                 | Malaysia        | -.0375                | .13651     | 1.000 |
|                         |                 | Mexico          | -.2943                | .14042     | 1.000 |
|                         |                 | Poland          | .4971                 | .12735     | .851  |
|                         |                 | Russia          | .0052                 | .14945     | 1.000 |
|                         |                 | Singapore       | -.2076                | .09955     | 1.000 |
|                         |                 | Spain           | .0028                 | .18395     | 1.000 |
|                         |                 | Switzerland     | .4033                 | .12735     | .986  |
| Turkey                  | -.5831          | .12118          | .394                  |            |       |
| Venezuela               | -.0120          | .12661          | 1.000                 |            |       |

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| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Argentina       | America         | .3037                 | .12810     | 1.000 |
|                         |                 | Australia       | .2525                 | .21940     | 1.000 |
|                         |                 | Brazil          | .2314                 | .14395     | 1.000 |
|                         |                 | GB              | .6129                 | .13967     | .629  |
|                         |                 | Canada          | .1125                 | .18772     | 1.000 |
|                         |                 | China           | .0508                 | .21372     | 1.000 |
|                         |                 | Netherlands     | .4893                 | .15458     | .986  |
|                         |                 | Philippines     | .1900                 | .17756     | 1.000 |
|                         |                 | France          | .0429                 | .16653     | 1.000 |
|                         |                 | Germany         | -.0402                | .17116     | 1.000 |
|                         |                 | India           | .1958                 | .17311     | 1.000 |
|                         |                 | Indonesia       | .1949                 | .21743     | 1.000 |
|                         |                 | Japan           | 1.0661*               | .14851     | .000  |
|                         |                 | Malaysia        | .2662                 | .18147     | 1.000 |
|                         |                 | Mexico          | .0094                 | .18443     | 1.000 |
|                         |                 | Poland          | .8008                 | .17469     | .520  |
|                         |                 | Russia          | .3089                 | .19140     | 1.000 |
|                         |                 | Singapore       | .0961                 | .15559     | 1.000 |
|                         |                 | Spain           | .3065                 | .21940     | 1.000 |
|                         |                 | Switzerland     | .7070                 | .17469     | .796  |
| Turkey                  | -.2794          | .17024          | 1.000                 |            |       |
| Venezuela               | .2917           | .17415          | 1.000                 |            |       |
|                         | Australia       | America         | .0512                 | .18395     | 1.000 |
|                         |                 | Argentina       | -.2525                | .21940     | 1.000 |
|                         |                 | Brazil          | -.0210                | .19532     | 1.000 |
|                         |                 | GB              | .3605                 | .19219     | 1.000 |
|                         |                 | Canada          | -.1400                | .22949     | 1.000 |
|                         |                 | China           | -.2017                | .25121     | 1.000 |
|                         |                 | Netherlands     | .2369                 | .20328     | 1.000 |
|                         |                 | Philippines     | -.0625                | .22126     | 1.000 |
|                         |                 | France          | -.2096                | .21251     | 1.000 |
|                         |                 | Germany         | -.2926                | .21616     | 1.000 |
|                         |                 | India           | -.0567                | .21771     | 1.000 |
|                         |                 | Indonesia       | -.0576                | .25437     | 1.000 |
|                         |                 | Japan           | .8136                 | .19871     | .776  |
|                         |                 | Malaysia        | .0137                 | .22441     | 1.000 |
|                         |                 | Mexico          | -.2430                | .22681     | 1.000 |
|                         |                 | Poland          | .5483                 | .21896     | 1.000 |
|                         |                 | Russia          | .0564                 | .23251     | 1.000 |
|                         |                 | Singapore       | -.1563                | .20405     | 1.000 |
|                         |                 | Spain           | .0541                 | .25606     | 1.000 |
|                         |                 | Switzerland     | .4546                 | .21896     | 1.000 |
| Turkey                  | -.5319          | .21543          | 1.000                 |            |       |
| Venezuela               | .0392           | .21853          | 1.000                 |            |       |

Multiple Comparisons

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| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Brazil          | America         | .0723                 | .08015     | 1.000 |
|                         |                 | Argentina       | -.2314                | .14395     | 1.000 |
|                         |                 | Australia       | .0210                 | .19532     | 1.000 |
|                         |                 | GB              | .3815                 | .09758     | .849  |
|                         |                 | Canada          | -.1190                | .15891     | 1.000 |
|                         |                 | China           | -.1806                | .18892     | 1.000 |
|                         |                 | Netherlands     | .2579                 | .11794     | 1.000 |
|                         |                 | Philippines     | -.0415                | .14676     | 1.000 |
|                         |                 | France          | -.1885                | .13321     | 1.000 |
|                         |                 | Germany         | -.2716                | .13896     | 1.000 |
|                         |                 | India           | -.0356                | .14135     | 1.000 |
|                         |                 | Indonesia       | -.0366                | .19310     | 1.000 |
|                         |                 | Japan           | .8346*                | .10986     | .000  |
|                         |                 | Malaysia        | .0348                 | .15148     | 1.000 |
|                         |                 | Mexico          | -.2220                | .15501     | 1.000 |
|                         |                 | Poland          | .5694                 | .14328     | .826  |
|                         |                 | Russia          | .0775                 | .16324     | 1.000 |
|                         |                 | Singapore       | -.1353                | .11925     | 1.000 |
|                         |                 | Spain           | .0751                 | .19532     | 1.000 |
|                         |                 | Switzerland     | .4756                 | .14328     | .974  |
| Turkey                  | -.5108          | .13783          | .910                  |            |       |
| Venezuela               | .0603           | .14262          | 1.000                 |            |       |
|                         | GB              | America         | -.3092                | .07218     | .685  |
|                         |                 | Argentina       | -.6129                | .13967     | .629  |
|                         |                 | Australia       | -.3605                | .19219     | 1.000 |
|                         |                 | Brazil          | -.3815                | .09758     | .849  |
|                         |                 | Canada          | -.5005                | .15504     | .982  |
|                         |                 | China           | -.5622                | .18568     | .992  |
|                         |                 | Netherlands     | -.1236                | .11268     | 1.000 |
|                         |                 | Philippines     | -.4230                | .14257     | .994  |
|                         |                 | France          | -.5701                | .12857     | .604  |
|                         |                 | Germany         | -.6531                | .13452     | .371  |
|                         |                 | India           | -.4171                | .13700     | .992  |
|                         |                 | Indonesia       | -.4181                | .18993     | 1.000 |
|                         |                 | Japan           | .4531                 | .10419     | .651  |
|                         |                 | Malaysia        | -.3468                | .14742     | 1.000 |
|                         |                 | Mexico          | -.6035                | .15105     | .817  |
|                         |                 | Poland          | .1878                 | .13898     | 1.000 |
|                         |                 | Russia          | -.3040                | .15948     | 1.000 |
|                         |                 | Singapore       | -.5168                | .11405     | .550  |
|                         |                 | Spain           | -.3064                | .19219     | 1.000 |
|                         |                 | Switzerland     | .0941                 | .13898     | 1.000 |
| Turkey                  | -.8924*         | .13335          | .003                  |            |       |
| Venezuela               | -.3213          | .13831          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Canada          | America         | .1912                 | .14471     | 1.000 |
|                         |                 | Argentina       | -.1125                | .18772     | 1.000 |
|                         |                 | Australia       | .1400                 | .22949     | 1.000 |
|                         |                 | Brazil          | .1190                 | .15891     | 1.000 |
|                         |                 | GB              | .5005                 | .15504     | .982  |
|                         |                 | China           | -.0617                | .22407     | 1.000 |
|                         |                 | Netherlands     | .3769                 | .16860     | 1.000 |
|                         |                 | Philippines     | .0775                 | .18989     | 1.000 |
|                         |                 | France          | -.0696                | .17962     | 1.000 |
|                         |                 | Germany         | -.1526                | .18392     | 1.000 |
|                         |                 | India           | .0833                 | .18574     | 1.000 |
|                         |                 | Indonesia       | .0824                 | .22761     | 1.000 |
|                         |                 | Japan           | .9536*                | .16305     | .048  |
|                         |                 | Malaysia        | .1537                 | .19356     | 1.000 |
|                         |                 | Mexico          | -.1030                | .19633     | 1.000 |
|                         |                 | Poland          | .6883                 | .18721     | .917  |
|                         |                 | Russia          | .1964                 | .20289     | 1.000 |
|                         |                 | Singapore       | -.0163                | .16952     | 1.000 |
|                         |                 | Spain           | .1941                 | .22949     | 1.000 |
|                         |                 | Switzerland     | .5946                 | .18721     | .985  |
| Turkey                  | -.3919          | .18307          | 1.000                 |            |       |
| Venezuela               | .1792           | .18671          | 1.000                 |            |       |
|                         | China           | America         | .2529                 | .17715     | 1.000 |
|                         |                 | Argentina       | -.0508                | .21372     | 1.000 |
|                         |                 | Australia       | .2017                 | .25121     | 1.000 |
|                         |                 | Brazil          | .1806                 | .18892     | 1.000 |
|                         |                 | GB              | .5622                 | .18568     | .992  |
|                         |                 | Canada          | .0617                 | .22407     | 1.000 |
|                         |                 | Netherlands     | .4386                 | .19714     | 1.000 |
|                         |                 | Philippines     | .1392                 | .21563     | 1.000 |
|                         |                 | France          | -.0079                | .20664     | 1.000 |
|                         |                 | Germany         | -.0909                | .21039     | 1.000 |
|                         |                 | India           | .1450                 | .21199     | 1.000 |
|                         |                 | Indonesia       | .1441                 | .24949     | 1.000 |
|                         |                 | Japan           | 1.0153                | .19242     | .182  |
|                         |                 | Malaysia        | .2154                 | .21887     | 1.000 |
|                         |                 | Mexico          | -.0413                | .22133     | 1.000 |
|                         |                 | Poland          | .7500                 | .21327     | .949  |
|                         |                 | Russia          | .2581                 | .22716     | 1.000 |
|                         |                 | Singapore       | .0453                 | .19793     | 1.000 |
|                         |                 | Spain           | .2557                 | .25121     | 1.000 |
|                         |                 | Switzerland     | .6563                 | .21327     | .990  |
| Turkey                  | -.3302          | .20965          | 1.000                 |            |       |
| Venezuela               | .2409           | .21283          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Netherlands     | America         | -.1856                | .09797     | 1.000 |
|                         |                 | Argentina       | -.4893                | .15458     | .986  |
|                         |                 | Australia       | -.2369                | .20328     | 1.000 |
|                         |                 | Brazil          | -.2579                | .11794     | 1.000 |
|                         |                 | GB              | .1236                 | .11268     | 1.000 |
|                         |                 | Canada          | -.3769                | .16860     | 1.000 |
|                         |                 | China           | -.4386                | .19714     | 1.000 |
|                         |                 | Philippines     | -.2994                | .15721     | 1.000 |
|                         |                 | France          | -.4465                | .14463     | .990  |
|                         |                 | Germany         | -.5295                | .14995     | .947  |
|                         |                 | India           | -.2935                | .15217     | 1.000 |
|                         |                 | Indonesia       | -.2945                | .20115     | 1.000 |
|                         |                 | Japan           | .5767                 | .12346     | .471  |
|                         |                 | Malaysia        | -.2232                | .16162     | 1.000 |
|                         |                 | Mexico          | -.4799                | .16493     | .996  |
|                         |                 | Poland          | .3114                 | .15396     | 1.000 |
|                         |                 | Russia          | -.1804                | .17269     | 1.000 |
|                         |                 | Singapore       | -.3932                | .13189     | .994  |
|                         |                 | Spain           | -.1828                | .20328     | 1.000 |
|                         |                 | Switzerland     | .2177                 | .15396     | 1.000 |
| Turkey                  | -.7688          | .14890          | .226                  |            |       |
| Venezuela               | -.1977          | .15335          | 1.000                 |            |       |
|                         | Philippines     | America         | .1138                 | .13126     | 1.000 |
|                         |                 | Argentina       | -.1900                | .17756     | 1.000 |
|                         |                 | Australia       | .0625                 | .22126     | 1.000 |
|                         |                 | Brazil          | .0415                 | .14676     | 1.000 |
|                         |                 | GB              | .4230                 | .14257     | .994  |
|                         |                 | Canada          | -.0775                | .18989     | 1.000 |
|                         |                 | China           | -.1392                | .21563     | 1.000 |
|                         |                 | Netherlands     | .2994                 | .15721     | 1.000 |
|                         |                 | France          | -.1471                | .16897     | 1.000 |
|                         |                 | Germany         | -.2301                | .17354     | 1.000 |
|                         |                 | India           | .0059                 | .17546     | 1.000 |
|                         |                 | Indonesia       | .0049                 | .21930     | 1.000 |
|                         |                 | Japan           | .8761                 | .15124     | .055  |
|                         |                 | Malaysia        | .0762                 | .18372     | 1.000 |
|                         |                 | Mexico          | -.1805                | .18664     | 1.000 |
|                         |                 | Poland          | .6108                 | .17702     | .959  |
|                         |                 | Russia          | .1189                 | .19353     | 1.000 |
|                         |                 | Singapore       | -.0938                | .15820     | 1.000 |
|                         |                 | Spain           | .1166                 | .22126     | 1.000 |
|                         |                 | Switzerland     | .5171                 | .17702     | .995  |
| Turkey                  | -.4694          | .17263          | .998                  |            |       |
| Venezuela               | .1017           | .17649          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | France          | America         | .2608                 | .11590     | 1.000 |
|                         |                 | Argentina       | -.0429                | .16653     | 1.000 |
|                         |                 | Australia       | .2096                 | .21251     | 1.000 |
|                         |                 | Brazil          | .1885                 | .13321     | 1.000 |
|                         |                 | GB              | .5701                 | .12857     | .604  |
|                         |                 | Canada          | .0696                 | .17962     | 1.000 |
|                         |                 | China           | .0079                 | .20664     | 1.000 |
|                         |                 | Netherlands     | .4465                 | .14463     | .990  |
|                         |                 | Philippines     | .1471                 | .16897     | 1.000 |
|                         |                 | Germany         | -.0830                | .16223     | 1.000 |
|                         |                 | India           | .1529                 | .16429     | 1.000 |
|                         |                 | Indonesia       | .1520                 | .21047     | 1.000 |
|                         |                 | Japan           | 1.0232*               | .13813     | .000  |
|                         |                 | Malaysia        | .2233                 | .17308     | 1.000 |
|                         |                 | Mexico          | -.0334                | .17618     | 1.000 |
|                         |                 | Poland          | .7579                 | .16595     | .530  |
|                         |                 | Russia          | .2660                 | .18346     | 1.000 |
|                         |                 | Singapore       | .0533                 | .14571     | 1.000 |
|                         |                 | Spain           | .2637                 | .21251     | 1.000 |
|                         |                 | Switzerland     | .6642                 | .16595     | .815  |
| Turkey                  | -.3223          | .16126          | 1.000                 |            |       |
| Venezuela               | .2488           | .16538          | 1.000                 |            |       |
|                         | Germany         | America         | .3439                 | .12247     | .997  |
|                         |                 | Argentina       | .0402                 | .17116     | 1.000 |
|                         |                 | Australia       | .2926                 | .21616     | 1.000 |
|                         |                 | Brazil          | .2716                 | .13896     | 1.000 |
|                         |                 | GB              | .6531                 | .13452     | .371  |
|                         |                 | Canada          | .1526                 | .18392     | 1.000 |
|                         |                 | China           | .0909                 | .21039     | 1.000 |
|                         |                 | Netherlands     | .5295                 | .14995     | .947  |
|                         |                 | Philippines     | .2301                 | .17354     | 1.000 |
|                         |                 | France          | .0830                 | .16223     | 1.000 |
|                         |                 | India           | .2360                 | .16899     | 1.000 |
|                         |                 | Indonesia       | .2350                 | .21415     | 1.000 |
|                         |                 | Japan           | 1.1062*               | .14368     | .000  |
|                         |                 | Malaysia        | .3063                 | .17754     | 1.000 |
|                         |                 | Mexico          | .0496                 | .18056     | 1.000 |
|                         |                 | Poland          | .8409                 | .17060     | .333  |
|                         |                 | Russia          | .3491                 | .18768     | 1.000 |
|                         |                 | Singapore       | .1363                 | .15098     | 1.000 |
|                         |                 | Spain           | .3467                 | .21616     | 1.000 |
|                         |                 | Switzerland     | .7472                 | .17060     | .634  |
| Turkey                  | -.2392          | .16604          | 1.000                 |            |       |
| Venezuela               | .3318           | .17005          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | India           | America         | .1079                 | .12518     | 1.000 |
|                         |                 | Argentina       | -.1958                | .17311     | 1.000 |
|                         |                 | Australia       | .0567                 | .21771     | 1.000 |
|                         |                 | Brazil          | .0356                 | .14135     | 1.000 |
|                         |                 | GB              | .4171                 | .13700     | .992  |
|                         |                 | Canada          | -.0833                | .18574     | 1.000 |
|                         |                 | China           | -.1450                | .21199     | 1.000 |
|                         |                 | Netherlands     | .2935                 | .15217     | 1.000 |
|                         |                 | Philippines     | -.0059                | .17546     | 1.000 |
|                         |                 | France          | -.1529                | .16429     | 1.000 |
|                         |                 | Germany         | -.2360                | .16899     | 1.000 |
|                         |                 | Indonesia       | -.0010                | .21572     | 1.000 |
|                         |                 | Japan           | .8702*                | .14600     | .035  |
|                         |                 | Malaysia        | .0704                 | .17942     | 1.000 |
|                         |                 | Mexico          | -.1864                | .18241     | 1.000 |
|                         |                 | Poland          | .6050                 | .17256     | .951  |
|                         |                 | Russia          | .1131                 | .18946     | 1.000 |
|                         |                 | Singapore       | -.0997                | .15319     | 1.000 |
|                         |                 | Spain           | .1107                 | .21771     | 1.000 |
|                         |                 | Switzerland     | .5112                 | .17256     | .994  |
| Turkey                  | -.4752          | .16806          | .997                  |            |       |
| Venezuela               | .0959           | .17201          | 1.000                 |            |       |
|                         | Indonesia       | America         | .1088                 | .18159     | 1.000 |
|                         |                 | Argentina       | -.1949                | .21743     | 1.000 |
|                         |                 | Australia       | .0576                 | .25437     | 1.000 |
|                         |                 | Brazil          | .0366                 | .19310     | 1.000 |
|                         |                 | GB              | .4181                 | .18993     | 1.000 |
|                         |                 | Canada          | -.0824                | .22761     | 1.000 |
|                         |                 | China           | -.1441                | .24949     | 1.000 |
|                         |                 | Netherlands     | .2945                 | .20115     | 1.000 |
|                         |                 | Philippines     | -.0049                | .21930     | 1.000 |
|                         |                 | France          | -.1520                | .21047     | 1.000 |
|                         |                 | Germany         | -.2350                | .21415     | 1.000 |
|                         |                 | India           | .0010                 | .21572     | 1.000 |
|                         |                 | Japan           | .8712                 | .19652     | .605  |
|                         |                 | Malaysia        | .0713                 | .22248     | 1.000 |
|                         |                 | Mexico          | -.1854                | .22490     | 1.000 |
|                         |                 | Poland          | .6059                 | .21698     | .998  |
|                         |                 | Russia          | .1140                 | .23065     | 1.000 |
|                         |                 | Singapore       | -.0987                | .20192     | 1.000 |
|                         |                 | Spain           | .1117                 | .25437     | 1.000 |
|                         |                 | Switzerland     | .5122                 | .21698     | 1.000 |
| Turkey                  | -.4743          | .21342          | 1.000                 |            |       |
| Venezuela               | .0968           | .21655          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Japan           | America         | -.7623*               | .08808     | .000  |
|                         |                 | Argentina       | -1.0661*              | .14851     | .000  |
|                         |                 | Australia       | -.8136                | .19871     | .776  |
|                         |                 | Brazil          | -.8346*               | .10986     | .000  |
|                         |                 | GB              | -.4531                | .10419     | .651  |
|                         |                 | Canada          | -.9536*               | .16305     | .048  |
|                         |                 | China           | -1.0153               | .19242     | .182  |
|                         |                 | Netherlands     | -.5767                | .12346     | .471  |
|                         |                 | Philippines     | -.8761                | .15124     | .055  |
|                         |                 | France          | -1.0232*              | .13813     | .000  |
|                         |                 | Germany         | -1.1062*              | .14368     | .000  |
|                         |                 | India           | -.8702*               | .14600     | .035  |
|                         |                 | Indonesia       | -.8712                | .19652     | .605  |
|                         |                 | Malaysia        | -.7999                | .15582     | .238  |
|                         |                 | Mexico          | -1.0566*              | .15926     | .004  |
|                         |                 | Poland          | -.2653                | .14786     | 1.000 |
|                         |                 | Russia          | -.7571                | .16728     | .553  |
|                         |                 | Singapore       | -.9699*               | .12472     | .000  |
|                         |                 | Spain           | -.7595                | .19871     | .878  |
|                         |                 | Switzerland     | -.3590                | .14786     | 1.000 |
| Turkey                  | -1.3455*        | .14258          | .000                  |            |       |
| Venezuela               | -.7744          | .14723          | .188                  |            |       |
|                         | Malaysia        | America         | .0375                 | .13651     | 1.000 |
|                         |                 | Argentina       | -.2662                | .18147     | 1.000 |
|                         |                 | Australia       | -.0137                | .22441     | 1.000 |
|                         |                 | Brazil          | -.0348                | .15148     | 1.000 |
|                         |                 | GB              | .3468                 | .14742     | 1.000 |
|                         |                 | Canada          | -.1537                | .19356     | 1.000 |
|                         |                 | China           | -.2154                | .21887     | 1.000 |
|                         |                 | Netherlands     | .2232                 | .16162     | 1.000 |
|                         |                 | Philippines     | -.0762                | .18372     | 1.000 |
|                         |                 | France          | -.2233                | .17308     | 1.000 |
|                         |                 | Germany         | -.3063                | .17754     | 1.000 |
|                         |                 | India           | -.0704                | .17942     | 1.000 |
|                         |                 | Indonesia       | -.0713                | .22248     | 1.000 |
|                         |                 | Japan           | .7999                 | .15582     | .238  |
|                         |                 | Mexico          | -.2567                | .19037     | 1.000 |
|                         |                 | Poland          | .5346                 | .18094     | .995  |
|                         |                 | Russia          | .0427                 | .19713     | 1.000 |
|                         |                 | Singapore       | -.1701                | .16258     | 1.000 |
|                         |                 | Spain           | .0403                 | .22441     | 1.000 |
|                         |                 | Switzerland     | .4409                 | .18094     | 1.000 |
| Turkey                  | -.5456          | .17666          | .990                  |            |       |
| Venezuela               | .0255           | .18043          | 1.000                 |            |       |

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Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Mexico          | America         | .2943                 | .14042     | 1.000 |
|                         |                 | Argentina       | -.0094                | .18443     | 1.000 |
|                         |                 | Australia       | .2430                 | .22681     | 1.000 |
|                         |                 | Brazil          | .2220                 | .15501     | 1.000 |
|                         |                 | GB              | .6035                 | .15105     | .817  |
|                         |                 | Canada          | .1030                 | .19633     | 1.000 |
|                         |                 | China           | .0413                 | .22133     | 1.000 |
|                         |                 | Netherlands     | .4799                 | .16493     | .996  |
|                         |                 | Philippines     | .1805                 | .18664     | 1.000 |
|                         |                 | France          | .0334                 | .17618     | 1.000 |
|                         |                 | Germany         | -.0496                | .18056     | 1.000 |
|                         |                 | India           | .1864                 | .18241     | 1.000 |
|                         |                 | Indonesia       | .1854                 | .22490     | 1.000 |
|                         |                 | Japan           | 1.0566*               | .15926     | .004  |
|                         |                 | Malaysia        | .2567                 | .19037     | 1.000 |
|                         |                 | Poland          | .7913                 | .18391     | .675  |
|                         |                 | Russia          | .2995                 | .19985     | 1.000 |
|                         |                 | Singapore       | .0867                 | .16588     | 1.000 |
|                         |                 | Spain           | .2971                 | .22681     | 1.000 |
|                         |                 | Switzerland     | .6976                 | .18391     | .887  |
| Turkey                  | -.2889          | .17969          | 1.000                 |            |       |
| Venezuela               | .2822           | .18340          | 1.000                 |            |       |
|                         | Poland          | America         | -.4971                | .12735     | .851  |
|                         |                 | Argentina       | -.8008                | .17469     | .520  |
|                         |                 | Australia       | -.5483                | .21896     | 1.000 |
|                         |                 | Brazil          | -.5694                | .14328     | .826  |
|                         |                 | GB              | -.1878                | .13898     | 1.000 |
|                         |                 | Canada          | -.6883                | .18721     | .917  |
|                         |                 | China           | -.7500                | .21327     | .949  |
|                         |                 | Netherlands     | -.3114                | .15396     | 1.000 |
|                         |                 | Philippines     | -.6108                | .17702     | .959  |
|                         |                 | France          | -.7579                | .16595     | .530  |
|                         |                 | Germany         | -.8409                | .17060     | .333  |
|                         |                 | India           | -.6050                | .17256     | .951  |
|                         |                 | Indonesia       | -.6059                | .21698     | .998  |
|                         |                 | Japan           | .2653                 | .14786     | 1.000 |
|                         |                 | Malaysia        | -.5346                | .18094     | .995  |
|                         |                 | Mexico          | -.7913                | .18391     | .675  |
|                         |                 | Russia          | -.4919                | .19090     | .999  |
|                         |                 | Singapore       | -.7047                | .15497     | .541  |
|                         |                 | Spain           | -.4943                | .21896     | 1.000 |
|                         |                 | Switzerland     | -.0938                | .17414     | 1.000 |
| Turkey                  | -1.0802*        | .16968          | .010                  |            |       |
| Venezuela               | -.5091          | .17360          | .995                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Russia          | America         | -.0052                | .14945     | 1.000 |
|                         |                 | Argentina       | -.3089                | .19140     | 1.000 |
|                         |                 | Australia       | -.0564                | .23251     | 1.000 |
|                         |                 | Brazil          | -.0775                | .16324     | 1.000 |
|                         |                 | GB              | .3040                 | .15948     | 1.000 |
|                         |                 | Canada          | -.1964                | .20289     | 1.000 |
|                         |                 | China           | -.2581                | .22716     | 1.000 |
|                         |                 | Netherlands     | .1804                 | .17269     | 1.000 |
|                         |                 | Philippines     | -.1189                | .19353     | 1.000 |
|                         |                 | France          | -.2660                | .18346     | 1.000 |
|                         |                 | Germany         | -.3491                | .18768     | 1.000 |
|                         |                 | India           | -.1131                | .18946     | 1.000 |
|                         |                 | Indonesia       | -.1140                | .23065     | 1.000 |
|                         |                 | Japan           | .7571                 | .16728     | .553  |
|                         |                 | Malaysia        | -.0427                | .19713     | 1.000 |
|                         |                 | Mexico          | -.2995                | .19985     | 1.000 |
|                         |                 | Poland          | .4919                 | .19090     | .999  |
|                         |                 | Singapore       | -.2128                | .17359     | 1.000 |
|                         |                 | Spain           | -.0024                | .23251     | 1.000 |
|                         |                 | Switzerland     | .3981                 | .19090     | 1.000 |
| Turkey                  | -.5883          | .18684          | .987                  |            |       |
| Venezuela               | -.0172          | .19041          | 1.000                 |            |       |
|                         | Singapore       | America         | .2076                 | .09955     | 1.000 |
|                         |                 | Argentina       | -.0961                | .15559     | 1.000 |
|                         |                 | Australia       | .1563                 | .20405     | 1.000 |
|                         |                 | Brazil          | .1353                 | .11925     | 1.000 |
|                         |                 | GB              | .5168                 | .11405     | .550  |
|                         |                 | Canada          | .0163                 | .16952     | 1.000 |
|                         |                 | China           | -.0453                | .19793     | 1.000 |
|                         |                 | Netherlands     | .3932                 | .13189     | .994  |
|                         |                 | Philippines     | .0938                 | .15820     | 1.000 |
|                         |                 | France          | -.0533                | .14571     | 1.000 |
|                         |                 | Germany         | -.1363                | .15098     | 1.000 |
|                         |                 | India           | .0997                 | .15319     | 1.000 |
|                         |                 | Indonesia       | .0987                 | .20192     | 1.000 |
|                         |                 | Japan           | .9699*                | .12472     | .000  |
|                         |                 | Malaysia        | .1701                 | .16258     | 1.000 |
|                         |                 | Mexico          | -.0867                | .16588     | 1.000 |
|                         |                 | Poland          | .7047                 | .15497     | .541  |
|                         |                 | Russia          | .2128                 | .17359     | 1.000 |
|                         |                 | Spain           | .2104                 | .20405     | 1.000 |
|                         |                 | Switzerland     | .6109                 | .15497     | .838  |
| Turkey                  | -.3755          | .14994          | 1.000                 |            |       |
| Venezuela               | .1955           | .15436          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Spain           | America         | -.0028                | .18395     | 1.000 |
|                         |                 | Argentina       | -.3065                | .21940     | 1.000 |
|                         |                 | Australia       | -.0541                | .25606     | 1.000 |
|                         |                 | Brazil          | -.0751                | .19532     | 1.000 |
|                         |                 | GB              | .3064                 | .19219     | 1.000 |
|                         |                 | Canada          | -.1941                | .22949     | 1.000 |
|                         |                 | China           | -.2557                | .25121     | 1.000 |
|                         |                 | Netherlands     | .1828                 | .20328     | 1.000 |
|                         |                 | Philippines     | -.1166                | .22126     | 1.000 |
|                         |                 | France          | -.2637                | .21251     | 1.000 |
|                         |                 | Germany         | -.3467                | .21616     | 1.000 |
|                         |                 | India           | -.1107                | .21771     | 1.000 |
|                         |                 | Indonesia       | -.1117                | .25437     | 1.000 |
|                         |                 | Japan           | .7595                 | .19871     | .878  |
|                         |                 | Malaysia        | -.0403                | .22441     | 1.000 |
|                         |                 | Mexico          | -.2971                | .22681     | 1.000 |
|                         |                 | Poland          | .4943                 | .21896     | 1.000 |
|                         |                 | Russia          | .0024                 | .23251     | 1.000 |
|                         |                 | Singapore       | -.2104                | .20405     | 1.000 |
|                         |                 | Switzerland     | .4005                 | .21896     | 1.000 |
| Turkey                  | -.5859          | .21543          | .998                  |            |       |
| Venezuela               | -.0148          | .21853          | 1.000                 |            |       |
|                         | Switzerland     | America         | -.4033                | .12735     | .986  |
|                         |                 | Argentina       | -.7070                | .17469     | .796  |
|                         |                 | Australia       | -.4546                | .21896     | 1.000 |
|                         |                 | Brazil          | -.4756                | .14328     | .974  |
|                         |                 | GB              | -.0941                | .13898     | 1.000 |
|                         |                 | Canada          | -.5946                | .18721     | .985  |
|                         |                 | China           | -.6563                | .21327     | .990  |
|                         |                 | Netherlands     | -.2177                | .15396     | 1.000 |
|                         |                 | Philippines     | -.5171                | .17702     | .995  |
|                         |                 | France          | -.6642                | .16595     | .815  |
|                         |                 | Germany         | -.7472                | .17060     | .634  |
|                         |                 | India           | -.5112                | .17256     | .994  |
|                         |                 | Indonesia       | -.5122                | .21698     | 1.000 |
|                         |                 | Japan           | .3590                 | .14786     | 1.000 |
|                         |                 | Malaysia        | -.4409                | .18094     | 1.000 |
|                         |                 | Mexico          | -.6976                | .18391     | .887  |
|                         |                 | Poland          | .0938                 | .17414     | 1.000 |
|                         |                 | Russia          | -.3981                | .19090     | 1.000 |
|                         |                 | Singapore       | -.6109                | .15497     | .838  |
|                         |                 | Spain           | -.4005                | .21896     | 1.000 |
| Turkey                  | -.9864          | .16968          | .052                  |            |       |
| Venezuela               | -.4154          | .17360          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 12 Protective/Sensitive | Turkey          | America         | .5831                 | .12118     | .394  |
|                         |                 | Argentina       | .2794                 | .17024     | 1.000 |
|                         |                 | Australia       | .5319                 | .21543     | 1.000 |
|                         |                 | Brazil          | .5108                 | .13783     | .910  |
|                         |                 | GB              | .8924*                | .13335     | .003  |
|                         |                 | Canada          | .3919                 | .18307     | 1.000 |
|                         |                 | China           | .3302                 | .20965     | 1.000 |
|                         |                 | Netherlands     | .7688                 | .14890     | .226  |
|                         |                 | Philippines     | .4694                 | .17263     | .998  |
|                         |                 | France          | .3223                 | .16126     | 1.000 |
|                         |                 | Germany         | .2392                 | .16604     | 1.000 |
|                         |                 | India           | .4752                 | .16806     | .997  |
|                         |                 | Indonesia       | .4743                 | .21342     | 1.000 |
|                         |                 | Japan           | 1.3455*               | .14258     | .000  |
|                         |                 | Malaysia        | .5456                 | .17666     | .990  |
|                         |                 | Mexico          | .2889                 | .17969     | 1.000 |
|                         |                 | Poland          | 1.0802*               | .16968     | .010  |
|                         |                 | Russia          | .5883                 | .18684     | .987  |
|                         |                 | Singapore       | .3755                 | .14994     | 1.000 |
|                         |                 | Spain           | .5859                 | .21543     | .998  |
| Switzerland             | .9864           | .16968          | .052                  |            |       |
| Venezuela               | .5711           | .16913          | .968                  |            |       |
|                         | Venezuela       | America         | .0120                 | .12661     | 1.000 |
|                         |                 | Argentina       | -.2917                | .17415     | 1.000 |
|                         |                 | Australia       | -.0392                | .21853     | 1.000 |
|                         |                 | Brazil          | -.0603                | .14262     | 1.000 |
|                         |                 | GB              | .3213                 | .13831     | 1.000 |
|                         |                 | Canada          | -.1792                | .18671     | 1.000 |
|                         |                 | China           | -.2409                | .21283     | 1.000 |
|                         |                 | Netherlands     | .1977                 | .15335     | 1.000 |
|                         |                 | Philippines     | -.1017                | .17649     | 1.000 |
|                         |                 | France          | -.2488                | .16538     | 1.000 |
|                         |                 | Germany         | -.3318                | .17005     | 1.000 |
|                         |                 | India           | -.0959                | .17201     | 1.000 |
|                         |                 | Indonesia       | -.0968                | .21655     | 1.000 |
|                         |                 | Japan           | .7744                 | .14723     | .188  |
|                         |                 | Malaysia        | -.0255                | .18043     | 1.000 |
|                         |                 | Mexico          | -.2822                | .18340     | 1.000 |
|                         |                 | Poland          | .5091                 | .17360     | .995  |
|                         |                 | Russia          | .0172                 | .19041     | 1.000 |
|                         |                 | Singapore       | -.1955                | .15436     | 1.000 |
|                         |                 | Spain           | .0148                 | .21853     | 1.000 |
| Switzerland             | .4154           | .17360          | 1.000                 |            |       |
| Turkey                  | -.5711          | .16913          | .968                  |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | America         | Argentina       | .1330                 | .12899     | 1.000 |
|                    |                 | Australia       | -.1900                | .18523     | 1.000 |
|                    |                 | Brazil          | -.3050                | .08070     | .891  |
|                    |                 | GB              | -.0383                | .07268     | 1.000 |
|                    |                 | Canada          | -.2757                | .14571     | 1.000 |
|                    |                 | China           | -.5939                | .17837     | .973  |
|                    |                 | Netherlands     | .0609                 | .09865     | 1.000 |
|                    |                 | Philippines     | -.3478                | .13217     | .999  |
|                    |                 | France          | -.4066                | .11671     | .954  |
|                    |                 | Germany         | -.3752                | .12332     | .992  |
|                    |                 | India           | -.2879                | .12605     | 1.000 |
|                    |                 | Indonesia       | -.8961                | .18285     | .347  |
|                    |                 | Japan           | -.8881*               | .08869     | .000  |
|                    |                 | Malaysia        | -.2942                | .13746     | 1.000 |
|                    |                 | Mexico          | -.5009                | .14139     | .945  |
|                    |                 | Poland          | -.4272                | .12823     | .973  |
|                    |                 | Russia          | -.8493                | .15049     | .081  |
|                    |                 | Singapore       | -.3181                | .10024     | .985  |
|                    |                 | Spain           | -.7666                | .18523     | .756  |
|                    |                 | Switzerland     | .2978                 | .12823     | 1.000 |
| Turkey             | -.6818          | .12202          | .093                  |            |       |
| Venezuela          | .0387           | .12749          | 1.000                 |            |       |
|                    | Argentina       | America         | -.1330                | .12899     | 1.000 |
|                    |                 | Australia       | -.3231                | .22092     | 1.000 |
|                    |                 | Brazil          | -.4380                | .14494     | .993  |
|                    |                 | GB              | -.1713                | .14064     | 1.000 |
|                    |                 | Canada          | -.4087                | .18902     | 1.000 |
|                    |                 | China           | -.7269                | .21520     | .968  |
|                    |                 | Netherlands     | -.0721                | .15565     | 1.000 |
|                    |                 | Philippines     | -.4808                | .17879     | .999  |
|                    |                 | France          | -.5397                | .16768     | .983  |
|                    |                 | Germany         | -.5082                | .17234     | .995  |
|                    |                 | India           | -.4210                | .17431     | 1.000 |
|                    |                 | Indonesia       | -1.0291               | .21893     | .455  |
|                    |                 | Japan           | -1.0211*              | .14954     | .002  |
|                    |                 | Malaysia        | -.4273                | .18273     | 1.000 |
|                    |                 | Mexico          | -.6340                | .18571     | .964  |
|                    |                 | Poland          | -.5602                | .17590     | .985  |
|                    |                 | Russia          | -.9823                | .19272     | .254  |
|                    |                 | Singapore       | -.4512                | .15666     | .996  |
|                    |                 | Spain           | -.8996                | .22092     | .785  |
|                    |                 | Switzerland     | .1648                 | .17590     | 1.000 |
| Turkey             | -.8148          | .17142          | .425                  |            |       |
| Venezuela          | -.0943          | .17536          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | Australia       | America         | .1900                 | .18523     | 1.000 |
|                    |                 | Argentina       | .3231                 | .22092     | 1.000 |
|                    |                 | Brazil          | -.1150                | .19667     | 1.000 |
|                    |                 | GB              | .1518                 | .19352     | 1.000 |
|                    |                 | Canada          | -.0857                | .23108     | 1.000 |
|                    |                 | China           | -.4038                | .25295     | 1.000 |
|                    |                 | Netherlands     | .2510                 | .20469     | 1.000 |
|                    |                 | Philippines     | -.1577                | .22279     | 1.000 |
|                    |                 | France          | -.2166                | .21398     | 1.000 |
|                    |                 | Germany         | -.1852                | .21765     | 1.000 |
|                    |                 | India           | -.0979                | .21921     | 1.000 |
|                    |                 | Indonesia       | -.7060                | .25613     | .998  |
|                    |                 | Japan           | -.6981                | .20008     | .953  |
|                    |                 | Malaysia        | -.1042                | .22597     | 1.000 |
|                    |                 | Mexico          | -.3109                | .22838     | 1.000 |
|                    |                 | Poland          | -.2372                | .22048     | 1.000 |
|                    |                 | Russia          | -.6592                | .23412     | .997  |
|                    |                 | Singapore       | -.1281                | .20546     | 1.000 |
|                    |                 | Spain           | -.5766                | .25783     | 1.000 |
|                    |                 | Switzerland     | .4878                 | .22048     | 1.000 |
| Turkey             | -.4918          | .21692          | 1.000                 |            |       |
| Venezuela          | .2288           | .22005          | 1.000                 |            |       |
|                    | Brazil          | America         | .3050                 | .08070     | .891  |
|                    |                 | Argentina       | .4380                 | .14494     | .993  |
|                    |                 | Australia       | .1150                 | .19667     | 1.000 |
|                    |                 | GB              | .2667                 | .09825     | .998  |
|                    |                 | Canada          | .0293                 | .16001     | 1.000 |
|                    |                 | China           | -.2889                | .19023     | 1.000 |
|                    |                 | Netherlands     | .3659                 | .11875     | .990  |
|                    |                 | Philippines     | -.0428                | .14778     | 1.000 |
|                    |                 | France          | -.1016                | .13413     | 1.000 |
|                    |                 | Germany         | -.0702                | .13992     | 1.000 |
|                    |                 | India           | .0171                 | .14233     | 1.000 |
|                    |                 | Indonesia       | -.5911                | .19443     | .992  |
|                    |                 | Japan           | -.5831                | .11062     | .184  |
|                    |                 | Malaysia        | .0108                 | .15253     | 1.000 |
|                    |                 | Mexico          | -.1959                | .15608     | 1.000 |
|                    |                 | Poland          | -.1222                | .14427     | 1.000 |
|                    |                 | Russia          | -.5443                | .16437     | .975  |
|                    |                 | Singapore       | -.0131                | .12008     | 1.000 |
|                    |                 | Spain           | -.4616                | .19667     | 1.000 |
|                    |                 | Switzerland     | .6028                 | .14427     | .737  |
| Turkey             | -.3768          | .13878          | .998                  |            |       |
| Venezuela          | .3437           | .14361          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | GB              | America         | .0383                 | .07268     | 1.000 |
|                    |                 | Argentina       | .1713                 | .14064     | 1.000 |
|                    |                 | Australia       | -.1518                | .19352     | 1.000 |
|                    |                 | Brazil          | -.2667                | .09825     | .998  |
|                    |                 | Canada          | -.2374                | .15612     | 1.000 |
|                    |                 | China           | -.5556                | .18697     | .994  |
|                    |                 | Netherlands     | .0992                 | .11346     | 1.000 |
|                    |                 | Philippines     | -.3095                | .14356     | 1.000 |
|                    |                 | France          | -.3683                | .12946     | .997  |
|                    |                 | Germany         | -.3369                | .13545     | 1.000 |
|                    |                 | India           | -.2497                | .13794     | 1.000 |
|                    |                 | Indonesia       | -.8578                | .19124     | .576  |
|                    |                 | Japan           | -.8498*               | .10491     | .000  |
|                    |                 | Malaysia        | -.2560                | .14844     | 1.000 |
|                    |                 | Mexico          | -.4626                | .15209     | .992  |
|                    |                 | Poland          | -.3889                | .13994     | .998  |
|                    |                 | Russia          | -.8110                | .16058     | .274  |
|                    |                 | Singapore       | -.2799                | .11484     | 1.000 |
|                    |                 | Spain           | -.7283                | .19352     | .895  |
|                    |                 | Switzerland     | .3361                 | .13994     | 1.000 |
| Turkey             | -.6435          | .13427          | .404                  |            |       |
| Venezuela          | .0770           | .13926          | 1.000                 |            |       |
|                    | Canada          | America         | .2757                 | .14571     | 1.000 |
|                    |                 | Argentina       | .4087                 | .18902     | 1.000 |
|                    |                 | Australia       | .0857                 | .23108     | 1.000 |
|                    |                 | Brazil          | -.0293                | .16001     | 1.000 |
|                    |                 | GB              | .2374                 | .15612     | 1.000 |
|                    |                 | China           | -.3182                | .22562     | 1.000 |
|                    |                 | Netherlands     | .3366                 | .16977     | 1.000 |
|                    |                 | Philippines     | -.0721                | .19120     | 1.000 |
|                    |                 | France          | -.1309                | .18086     | 1.000 |
|                    |                 | Germany         | -.0995                | .18519     | 1.000 |
|                    |                 | India           | -.0122                | .18702     | 1.000 |
|                    |                 | Indonesia       | -.6204                | .22918     | .999  |
|                    |                 | Japan           | -.6124                | .16418     | .904  |
|                    |                 | Malaysia        | -.0185                | .19489     | 1.000 |
|                    |                 | Mexico          | -.2252                | .19769     | 1.000 |
|                    |                 | Poland          | -.1515                | .18850     | 1.000 |
|                    |                 | Russia          | -.5736                | .20429     | .997  |
|                    |                 | Singapore       | -.0424                | .17070     | 1.000 |
|                    |                 | Spain           | -.4909                | .23108     | 1.000 |
|                    |                 | Switzerland     | .5735                 | .18850     | .992  |
| Turkey             | -.4061          | .18433          | 1.000                 |            |       |
| Venezuela          | .3144           | .18800          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | China           | America         | .5939                 | .17837     | .973  |
|                    |                 | Argentina       | .7269                 | .21520     | .968  |
|                    |                 | Australia       | .4038                 | .25295     | 1.000 |
|                    |                 | Brazil          | .2889                 | .19023     | 1.000 |
|                    |                 | GB              | .5556                 | .18697     | .994  |
|                    |                 | Canada          | .3182                 | .22562     | 1.000 |
|                    |                 | Netherlands     | .6548                 | .19851     | .976  |
|                    |                 | Philippines     | .2461                 | .21712     | 1.000 |
|                    |                 | France          | .1872                 | .20807     | 1.000 |
|                    |                 | Germany         | .2187                 | .21185     | 1.000 |
|                    |                 | India           | .3059                 | .21345     | 1.000 |
|                    |                 | Indonesia       | -.3022                | .25121     | 1.000 |
|                    |                 | Japan           | -.2942                | .19375     | 1.000 |
|                    |                 | Malaysia        | .2996                 | .22038     | 1.000 |
|                    |                 | Mexico          | .0929                 | .22286     | 1.000 |
|                    |                 | Poland          | .1667                 | .21475     | 1.000 |
|                    |                 | Russia          | -.2554                | .22874     | 1.000 |
|                    |                 | Singapore       | .2757                 | .19930     | 1.000 |
|                    |                 | Spain           | -.1727                | .25295     | 1.000 |
|                    |                 | Switzerland     | .8917                 | .21475     | .750  |
| Turkey             | -.0879          | .21110          | 1.000                 |            |       |
| Venezuela          | .6326           | .21431          | .995                  |            |       |
|                    | Netherlands     | America         | -.0609                | .09865     | 1.000 |
|                    |                 | Argentina       | .0721                 | .15565     | 1.000 |
|                    |                 | Australia       | -.2510                | .20469     | 1.000 |
|                    |                 | Brazil          | -.3659                | .11875     | .990  |
|                    |                 | GB              | -.0992                | .11346     | 1.000 |
|                    |                 | Canada          | -.3366                | .16977     | 1.000 |
|                    |                 | China           | -.6548                | .19851     | .976  |
|                    |                 | Philippines     | -.4087                | .15830     | .999  |
|                    |                 | France          | -.4676                | .14563     | .983  |
|                    |                 | Germany         | -.4361                | .15098     | .996  |
|                    |                 | India           | -.3489                | .15322     | 1.000 |
|                    |                 | Indonesia       | -.9570                | .20254     | .441  |
|                    |                 | Japan           | -.9491*               | .12432     | .000  |
|                    |                 | Malaysia        | -.3552                | .16274     | 1.000 |
|                    |                 | Mexico          | -.5619                | .16607     | .968  |
|                    |                 | Poland          | -.4881                | .15503     | .987  |
|                    |                 | Russia          | -.9102                | .17388     | .197  |
|                    |                 | Singapore       | -.3791                | .13280     | .997  |
|                    |                 | Spain           | -.8276                | .20469     | .798  |
|                    |                 | Switzerland     | .2369                 | .15503     | 1.000 |
| Turkey             | -.7427          | .14993          | .320                  |            |       |
| Venezuela          | -.0222          | .15441          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | Philippines     | America         | .3478                 | .13217     | .999  |
|                    |                 | Argentina       | .4808                 | .17879     | .999  |
|                    |                 | Australia       | .1577                 | .22279     | 1.000 |
|                    |                 | Brazil          | .0428                 | .14778     | 1.000 |
|                    |                 | GB              | .3095                 | .14356     | 1.000 |
|                    |                 | Canada          | .0721                 | .19120     | 1.000 |
|                    |                 | China           | -.2461                | .21712     | 1.000 |
|                    |                 | Netherlands     | .4087                 | .15830     | .999  |
|                    |                 | France          | -.0589                | .17014     | 1.000 |
|                    |                 | Germany         | -.0274                | .17474     | 1.000 |
|                    |                 | India           | .0598                 | .17667     | 1.000 |
|                    |                 | Indonesia       | -.5483                | .22082     | 1.000 |
|                    |                 | Japan           | -.5404                | .15229     | .944  |
|                    |                 | Malaysia        | .0535                 | .18499     | 1.000 |
|                    |                 | Mexico          | -.1532                | .18793     | 1.000 |
|                    |                 | Poland          | -.0794                | .17824     | 1.000 |
|                    |                 | Russia          | -.5015                | .19487     | .999  |
|                    |                 | Singapore       | .0296                 | .15929     | 1.000 |
|                    |                 | Spain           | -.4189                | .22279     | 1.000 |
|                    |                 | Switzerland     | .6456                 | .17824     | .929  |
| Turkey             | -.3340          | .17382          | 1.000                 |            |       |
| Venezuela          | .3865           | .17771          | 1.000                 |            |       |
|                    | France          | America         | .4066                 | .11671     | .954  |
|                    |                 | Argentina       | .5397                 | .16768     | .983  |
|                    |                 | Australia       | .2166                 | .21398     | 1.000 |
|                    |                 | Brazil          | .1016                 | .13413     | 1.000 |
|                    |                 | GB              | .3683                 | .12946     | .997  |
|                    |                 | Canada          | .1309                 | .18086     | 1.000 |
|                    |                 | China           | -.1872                | .20807     | 1.000 |
|                    |                 | Netherlands     | .4676                 | .14563     | .983  |
|                    |                 | Philippines     | .0589                 | .17014     | 1.000 |
|                    |                 | Germany         | .0314                 | .16335     | 1.000 |
|                    |                 | India           | .1187                 | .16543     | 1.000 |
|                    |                 | Indonesia       | -.4894                | .21192     | 1.000 |
|                    |                 | Japan           | -.4815                | .13908     | .957  |
|                    |                 | Malaysia        | .1124                 | .17428     | 1.000 |
|                    |                 | Mexico          | -.0943                | .17739     | 1.000 |
|                    |                 | Poland          | -.0206                | .16710     | 1.000 |
|                    |                 | Russia          | -.4427                | .18473     | 1.000 |
|                    |                 | Singapore       | .0885                 | .14672     | 1.000 |
|                    |                 | Spain           | -.3600                | .21398     | 1.000 |
|                    |                 | Switzerland     | .7044                 | .16710     | .719  |
| Turkey             | -.2752          | .16238          | 1.000                 |            |       |
| Venezuela          | .4454           | .16653          | .999                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | Germany         | America         | .3752                 | .12332     | .992  |
|                    |                 | Argentina       | .5082                 | .17234     | .995  |
|                    |                 | Australia       | .1852                 | .21765     | 1.000 |
|                    |                 | Brazil          | .0702                 | .13992     | 1.000 |
|                    |                 | GB              | .3369                 | .13545     | 1.000 |
|                    |                 | Canada          | .0995                 | .18519     | 1.000 |
|                    |                 | China           | -.2187                | .21185     | 1.000 |
|                    |                 | Netherlands     | .4361                 | .15098     | .996  |
|                    |                 | Philippines     | .0274                 | .17474     | 1.000 |
|                    |                 | France          | -.0314                | .16335     | 1.000 |
|                    |                 | India           | .0872                 | .17015     | 1.000 |
|                    |                 | Indonesia       | -.5209                | .21564     | 1.000 |
|                    |                 | Japan           | -.5129                | .14467     | .944  |
|                    |                 | Malaysia        | .0810                 | .17877     | 1.000 |
|                    |                 | Mexico          | -.1257                | .18181     | 1.000 |
|                    |                 | Poland          | -.0520                | .17178     | 1.000 |
|                    |                 | Russia          | -.4741                | .18897     | 1.000 |
|                    |                 | Singapore       | .0571                 | .15203     | 1.000 |
|                    |                 | Spain           | -.3914                | .21765     | 1.000 |
|                    |                 | Switzerland     | .6730                 | .17178     | .846  |
| Turkey             | -.3066          | .16719          | 1.000                 |            |       |
| Venezuela          | .4139           | .17123          | 1.000                 |            |       |
|                    | India           | America         | .2879                 | .12605     | 1.000 |
|                    |                 | Argentina       | .4210                 | .17431     | 1.000 |
|                    |                 | Australia       | .0979                 | .21921     | 1.000 |
|                    |                 | Brazil          | -.0171                | .14233     | 1.000 |
|                    |                 | GB              | .2497                 | .13794     | 1.000 |
|                    |                 | Canada          | .0122                 | .18702     | 1.000 |
|                    |                 | China           | -.3059                | .21345     | 1.000 |
|                    |                 | Netherlands     | .3489                 | .15322     | 1.000 |
|                    |                 | Philippines     | -.0598                | .17667     | 1.000 |
|                    |                 | France          | -.1187                | .16543     | 1.000 |
|                    |                 | Germany         | -.0872                | .17015     | 1.000 |
|                    |                 | Indonesia       | -.6081                | .21721     | .998  |
|                    |                 | Japan           | -.6002                | .14701     | .781  |
|                    |                 | Malaysia        | -.0063                | .18067     | 1.000 |
|                    |                 | Mexico          | -.2130                | .18368     | 1.000 |
|                    |                 | Poland          | -.1393                | .17375     | 1.000 |
|                    |                 | Russia          | -.5613                | .19077     | .995  |
|                    |                 | Singapore       | -.0302                | .15425     | 1.000 |
|                    |                 | Spain           | -.4787                | .21921     | 1.000 |
|                    |                 | Switzerland     | .5857                 | .17375     | .969  |
| Turkey             | -.3938          | .16922          | 1.000                 |            |       |
| Venezuela          | .3267           | .17320          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | Indonesia       | America         | .8961                 | .18285     | .347  |
|                    |                 | Argentina       | 1.0291                | .21893     | .455  |
|                    |                 | Australia       | .7060                 | .25613     | .998  |
|                    |                 | Brazil          | .5911                 | .19443     | .992  |
|                    |                 | GB              | .8578                 | .19124     | .576  |
|                    |                 | Canada          | .6204                 | .22918     | .999  |
|                    |                 | China           | .3022                 | .25121     | 1.000 |
|                    |                 | Netherlands     | .9570                 | .20254     | .441  |
|                    |                 | Philippines     | .5483                 | .22082     | 1.000 |
|                    |                 | France          | .4894                 | .21192     | 1.000 |
|                    |                 | Germany         | .5209                 | .21564     | 1.000 |
|                    |                 | India           | .6081                 | .21721     | .998  |
|                    |                 | Japan           | .0079                 | .19788     | 1.000 |
|                    |                 | Malaysia        | .6018                 | .22402     | .999  |
|                    |                 | Mexico          | .3951                 | .22646     | 1.000 |
|                    |                 | Poland          | .4689                 | .21848     | 1.000 |
|                    |                 | Russia          | .0468                 | .23225     | 1.000 |
|                    |                 | Singapore       | .5779                 | .20332     | .997  |
|                    |                 | Spain           | .1294                 | .25613     | 1.000 |
|                    |                 | Switzerland     | 1.1939                | .21848     | .123  |
| Turkey             | .2143           | .21490          | 1.000                 |            |       |
| Venezuela          | .9348           | .21805          | .683                  |            |       |
|                    | Japan           | America         | .8881*                | .08869     | .000  |
|                    |                 | Argentina       | 1.0211*               | .14954     | .002  |
|                    |                 | Australia       | .6981                 | .20008     | .953  |
|                    |                 | Brazil          | .5831                 | .11062     | .184  |
|                    |                 | GB              | .8498*                | .10491     | .000  |
|                    |                 | Canada          | .6124                 | .16418     | .904  |
|                    |                 | China           | .2942                 | .19375     | 1.000 |
|                    |                 | Netherlands     | .9491*                | .12432     | .000  |
|                    |                 | Philippines     | .5404                 | .15229     | .944  |
|                    |                 | France          | .4815                 | .13908     | .957  |
|                    |                 | Germany         | .5129                 | .14467     | .944  |
|                    |                 | India           | .6002                 | .14701     | .781  |
|                    |                 | Indonesia       | -.0079                | .19788     | 1.000 |
|                    |                 | Malaysia        | .5939                 | .15690     | .889  |
|                    |                 | Mexico          | .3872                 | .16036     | 1.000 |
|                    |                 | Poland          | .4609                 | .14889     | .990  |
|                    |                 | Russia          | .0388                 | .16843     | 1.000 |
|                    |                 | Singapore       | .5700                 | .12558     | .546  |
|                    |                 | Spain           | .1215                 | .20008     | 1.000 |
|                    |                 | Switzerland     | 1.1859*               | .14889     | .000  |
| Turkey             | .2063           | .14357          | 1.000                 |            |       |
| Venezuela          | .9269*          | .14825          | .014                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | Malaysia        | America         | .2942                 | .13746     | 1.000 |
|                    |                 | Argentina       | .4273                 | .18273     | 1.000 |
|                    |                 | Australia       | .1042                 | .22597     | 1.000 |
|                    |                 | Brazil          | -.0108                | .15253     | 1.000 |
|                    |                 | GB              | .2560                 | .14844     | 1.000 |
|                    |                 | Canada          | .0185                 | .19489     | 1.000 |
|                    |                 | China           | -.2996                | .22038     | 1.000 |
|                    |                 | Netherlands     | .3552                 | .16274     | 1.000 |
|                    |                 | Philippines     | -.0535                | .18499     | 1.000 |
|                    |                 | France          | -.1124                | .17428     | 1.000 |
|                    |                 | Germany         | -.0810                | .17877     | 1.000 |
|                    |                 | India           | .0063                 | .18067     | 1.000 |
|                    |                 | Indonesia       | -.6018                | .22402     | .999  |
|                    |                 | Japan           | -.5939                | .15690     | .889  |
|                    |                 | Mexico          | -.2067                | .19168     | 1.000 |
|                    |                 | Poland          | -.1330                | .18220     | 1.000 |
|                    |                 | Russia          | -.5550                | .19849     | .998  |
|                    |                 | Singapore       | -.0239                | .16371     | 1.000 |
|                    |                 | Spain           | -.4724                | .22597     | 1.000 |
|                    |                 | Switzerland     | .5920                 | .18220     | .980  |
| Turkey             | -.3876          | .17788          | 1.000                 |            |       |
| Venezuela          | .3330           | .18167          | 1.000                 |            |       |
|                    | Mexico          | America         | .5009                 | .14139     | .945  |
|                    |                 | Argentina       | .6340                 | .18571     | .964  |
|                    |                 | Australia       | .3109                 | .22838     | 1.000 |
|                    |                 | Brazil          | .1959                 | .15608     | 1.000 |
|                    |                 | GB              | .4626                 | .15209     | .992  |
|                    |                 | Canada          | .2252                 | .19769     | 1.000 |
|                    |                 | China           | -.0929                | .22286     | 1.000 |
|                    |                 | Netherlands     | .5619                 | .16607     | .968  |
|                    |                 | Philippines     | .1532                 | .18793     | 1.000 |
|                    |                 | France          | .0943                 | .17739     | 1.000 |
|                    |                 | Germany         | .1257                 | .18181     | 1.000 |
|                    |                 | India           | .2130                 | .18368     | 1.000 |
|                    |                 | Indonesia       | -.3951                | .22646     | 1.000 |
|                    |                 | Japan           | -.3872                | .16036     | 1.000 |
|                    |                 | Malaysia        | .2067                 | .19168     | 1.000 |
|                    |                 | Poland          | .0737                 | .18518     | 1.000 |
|                    |                 | Russia          | -.3484                | .20123     | 1.000 |
|                    |                 | Singapore       | .1828                 | .16702     | 1.000 |
|                    |                 | Spain           | -.2657                | .22838     | 1.000 |
|                    |                 | Switzerland     | .7987                 | .18518     | .669  |
| Turkey             | -.1809          | .18094          | 1.000                 |            |       |
| Venezuela          | .5397           | .18467          | .995                  |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | Poland          | America         | .4272                 | .12823     | .973  |
|                    |                 | Argentina       | .5602                 | .17590     | .985  |
|                    |                 | Australia       | .2372                 | .22048     | 1.000 |
|                    |                 | Brazil          | .1222                 | .14427     | 1.000 |
|                    |                 | GB              | .3889                 | .13994     | .998  |
|                    |                 | Canada          | .1515                 | .18850     | 1.000 |
|                    |                 | China           | -.1667                | .21475     | 1.000 |
|                    |                 | Netherlands     | .4881                 | .15503     | .987  |
|                    |                 | Philippines     | .0794                 | .17824     | 1.000 |
|                    |                 | France          | .0206                 | .16710     | 1.000 |
|                    |                 | Germany         | .0520                 | .17178     | 1.000 |
|                    |                 | India           | .1393                 | .17375     | 1.000 |
|                    |                 | Indonesia       | -.4689                | .21848     | 1.000 |
|                    |                 | Japan           | -.4609                | .14889     | .990  |
|                    |                 | Malaysia        | .1330                 | .18220     | 1.000 |
|                    |                 | Mexico          | -.0737                | .18518     | 1.000 |
|                    |                 | Russia          | -.4221                | .19222     | 1.000 |
|                    |                 | Singapore       | .1091                 | .15604     | 1.000 |
|                    |                 | Spain           | -.3394                | .22048     | 1.000 |
|                    |                 | Switzerland     | .7250                 | .17534     | .758  |
| Turkey             | -.2546          | .17085          | 1.000                 |            |       |
| Venezuela          | .4659           | .17480          | .999                  |            |       |
|                    | Russia          | America         | .8493                 | .15049     | .081  |
|                    |                 | Argentina       | .9823                 | .19272     | .254  |
|                    |                 | Australia       | .6592                 | .23412     | .997  |
|                    |                 | Brazil          | .5443                 | .16437     | .975  |
|                    |                 | GB              | .8110                 | .16058     | .274  |
|                    |                 | Canada          | .5736                 | .20429     | .997  |
|                    |                 | China           | .2554                 | .22874     | 1.000 |
|                    |                 | Netherlands     | .9102                 | .17388     | .197  |
|                    |                 | Philippines     | .5015                 | .19487     | .999  |
|                    |                 | France          | .4427                 | .18473     | 1.000 |
|                    |                 | Germany         | .4741                 | .18897     | 1.000 |
|                    |                 | India           | .5613                 | .19077     | .995  |
|                    |                 | Indonesia       | -.0468                | .23225     | 1.000 |
|                    |                 | Japan           | -.0388                | .16843     | 1.000 |
|                    |                 | Malaysia        | .5550                 | .19849     | .998  |
|                    |                 | Mexico          | .3484                 | .20123     | 1.000 |
|                    |                 | Poland          | .4221                 | .19222     | 1.000 |
|                    |                 | Singapore       | .5311                 | .17479     | .992  |
|                    |                 | Spain           | .0827                 | .23412     | 1.000 |
|                    |                 | Switzerland     | 1.1471*               | .19222     | .034  |
| Turkey             | .1675           | .18813          | 1.000                 |            |       |
| Venezuela          | .8880           | .19172          | .493                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 13 Risk Averse     | Singapore       | America         | .3181                 | .10024     | .985   |       |
|                    |                 | Argentina       | .4512                 | .15666     | .996   |       |
|                    |                 | Australia       | .1281                 | .20546     | 1.000  |       |
|                    |                 | Brazil          | .0131                 | .12008     | 1.000  |       |
|                    |                 | GB              | .2799                 | .11484     | 1.000  |       |
|                    |                 | Canada          | .0424                 | .17070     | 1.000  |       |
|                    |                 | China           | -.2757                | .19930     | 1.000  |       |
|                    |                 | Netherlands     | .3791                 | .13280     | .997   |       |
|                    |                 | Philippines     | -.0296                | .15929     | 1.000  |       |
|                    |                 | France          | -.0885                | .14672     | 1.000  |       |
|                    |                 | Germany         | -.0571                | .15203     | 1.000  |       |
|                    |                 | India           | .0302                 | .15425     | 1.000  |       |
|                    |                 | Indonesia       | -.5779                | .20332     | .997   |       |
|                    |                 | Japan           | -.5700                | .12558     | .546   |       |
|                    |                 | Malaysia        | .0239                 | .16371     | 1.000  |       |
|                    |                 | Mexico          | -.1828                | .16702     | 1.000  |       |
|                    |                 | Poland          | -.1091                | .15604     | 1.000  |       |
|                    |                 | Russia          | -.5311                | .17479     | .992   |       |
|                    |                 | Spain           | -.4485                | .20546     | 1.000  |       |
|                    |                 | Switzerland     | .6159                 | .15604     | .836   |       |
|                    | Turkey          | -.3637          | .15098                | 1.000      |        |       |
|                    | Venezuela       | .3569           | .15543                | 1.000      |        |       |
|                    |                 | Spain           | America               | .7666      | .18523 | .756  |
|                    |                 |                 | Argentina             | .8996      | .22092 | .785  |
|                    |                 |                 | Australia             | .5766      | .25783 | 1.000 |
|                    |                 |                 | Brazil                | .4616      | .19667 | 1.000 |
|                    |                 |                 | GB                    | .7283      | .19352 | .895  |
|                    |                 |                 | Canada                | .4909      | .23108 | 1.000 |
|                    |                 |                 | China                 | .1727      | .25295 | 1.000 |
|                    |                 |                 | Netherlands           | .8276      | .20469 | .798  |
|                    |                 |                 | Philippines           | .4189      | .22279 | 1.000 |
|                    |                 |                 | France                | .3600      | .21398 | 1.000 |
|                    |                 |                 | Germany               | .3914      | .21765 | 1.000 |
|                    | India           |                 | .4787                 | .21921     | 1.000  |       |
|                    | Indonesia       |                 | -.1294                | .25613     | 1.000  |       |
|                    | Japan           | -.1215          | .20008                | 1.000      |        |       |
|                    | Malaysia        | .4724           | .22597                | 1.000      |        |       |
|                    | Mexico          | .2657           | .22838                | 1.000      |        |       |
|                    | Poland          | .3394           | .22048                | 1.000      |        |       |
|                    | Russia          | -.0827          | .23412                | 1.000      |        |       |
|                    | Singapore       | .4485           | .20546                | 1.000      |        |       |
|                    | Switzerland     | 1.0644          | .22048                | .385       |        |       |
|                    | Turkey          | .0848           | .21692                | 1.000      |        |       |
|                    | Venezuela       | .8054           | .22005                | .921       |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse     | Switzerland     | America         | -.2978                | .12823     | 1.000 |
|                    |                 | Argentina       | -.1648                | .17590     | 1.000 |
|                    |                 | Australia       | -.4878                | .22048     | 1.000 |
|                    |                 | Brazil          | -.6028                | .14427     | .737  |
|                    |                 | GB              | -.3361                | .13994     | 1.000 |
|                    |                 | Canada          | -.5735                | .18850     | .992  |
|                    |                 | China           | -.8917                | .21475     | .750  |
|                    |                 | Netherlands     | -.2369                | .15503     | 1.000 |
|                    |                 | Philippines     | -.6456                | .17824     | .929  |
|                    |                 | France          | -.7044                | .16710     | .719  |
|                    |                 | Germany         | -.6730                | .17178     | .846  |
|                    |                 | India           | -.5857                | .17375     | .969  |
|                    |                 | Indonesia       | -1.1939               | .21848     | .123  |
|                    |                 | Japan           | -1.1859*              | .14889     | .000  |
|                    |                 | Malaysia        | -.5920                | .18220     | .980  |
|                    |                 | Mexico          | -.7987                | .18518     | .669  |
|                    |                 | Poland          | -.7250                | .17534     | .758  |
|                    |                 | Russia          | -1.1471*              | .19222     | .034  |
|                    |                 | Singapore       | -.6159                | .15604     | .836  |
|                    |                 | Spain           | -1.0644               | .22048     | .385  |
| Turkey             | -.9796          | .17085          | .065                  |            |       |
| Venezuela          | -.2591          | .17480          | 1.000                 |            |       |
|                    | Turkey          | America         | .6818                 | .12202     | .093  |
|                    |                 | Argentina       | .8148                 | .17142     | .425  |
|                    |                 | Australia       | .4918                 | .21692     | 1.000 |
|                    |                 | Brazil          | .3768                 | .13878     | .998  |
|                    |                 | GB              | .6435                 | .13427     | .404  |
|                    |                 | Canada          | .4061                 | .18433     | 1.000 |
|                    |                 | China           | .0879                 | .21110     | 1.000 |
|                    |                 | Netherlands     | .7427                 | .14993     | .320  |
|                    |                 | Philippines     | .3340                 | .17382     | 1.000 |
|                    |                 | France          | .2752                 | .16238     | 1.000 |
|                    |                 | Germany         | .3066                 | .16719     | 1.000 |
|                    |                 | India           | .3938                 | .16922     | 1.000 |
|                    |                 | Indonesia       | -.2143                | .21490     | 1.000 |
|                    |                 | Japan           | -.2063                | .14357     | 1.000 |
|                    |                 | Malaysia        | .3876                 | .17788     | 1.000 |
|                    |                 | Mexico          | .1809                 | .18094     | 1.000 |
|                    |                 | Poland          | .2546                 | .17085     | 1.000 |
|                    |                 | Russia          | -.1675                | .18813     | 1.000 |
|                    |                 | Singapore       | .3637                 | .15098     | 1.000 |
|                    |                 | Spain           | -.0848                | .21692     | 1.000 |
| Switzerland        | .9796           | .17085          | .065                  |            |       |
| Venezuela          | .7205           | .17030          | .711                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 13 Risk Averse      | Venezuela       | America         | -.0387                | .12749     | 1.000 |
|                     |                 | Argentina       | .0943                 | .17536     | 1.000 |
|                     |                 | Australia       | -.2288                | .22005     | 1.000 |
|                     |                 | Brazil          | -.3437                | .14361     | 1.000 |
|                     |                 | GB              | -.0770                | .13926     | 1.000 |
|                     |                 | Canada          | -.3144                | .18800     | 1.000 |
|                     |                 | China           | -.6326                | .21431     | .995  |
|                     |                 | Netherlands     | .0222                 | .15441     | 1.000 |
|                     |                 | Philippines     | -.3865                | .17771     | 1.000 |
|                     |                 | France          | -.4454                | .16653     | .999  |
|                     |                 | Germany         | -.4139                | .17123     | 1.000 |
|                     |                 | India           | -.3267                | .17320     | 1.000 |
|                     |                 | Indonesia       | -.9348                | .21805     | .683  |
|                     |                 | Japan           | -.9269*               | .14825     | .014  |
|                     |                 | Malaysia        | -.3330                | .18167     | 1.000 |
|                     |                 | Mexico          | -.5397                | .18467     | .995  |
|                     |                 | Poland          | -.4659                | .17480     | .999  |
|                     |                 | Russia          | -.8880                | .19172     | .493  |
|                     |                 | Singapore       | -.3569                | .15543     | 1.000 |
|                     |                 | Spain           | -.8054                | .22005     | .921  |
| Switzerland         | .2591           | .17480          | 1.000                 |            |       |
| Turkey              | -.7205          | .17030          | .711                  |            |       |
| 14 Friendly/Helpful | America         | Argentina       | .0385                 | .12207     | 1.000 |
|                     |                 | Australia       | -.0508                | .17529     | 1.000 |
|                     |                 | Brazil          | -.1780                | .07637     | 1.000 |
|                     |                 | GB              | .1795                 | .06878     | .999  |
|                     |                 | Canada          | .2600                 | .13789     | 1.000 |
|                     |                 | China           | -.3275                | .16880     | 1.000 |
|                     |                 | Netherlands     | -.1660                | .09336     | 1.000 |
|                     |                 | Philippines     | -.3800                | .12508     | .992  |
|                     |                 | France          | .1019                 | .11044     | 1.000 |
|                     |                 | Germany         | .4497                 | .11670     | .868  |
|                     |                 | India           | -.5291                | .11928     | .603  |
|                     |                 | Indonesia       | -.4242                | .17304     | 1.000 |
|                     |                 | Japan           | .1108                 | .08393     | 1.000 |
|                     |                 | Malaysia        | .0209                 | .13008     | 1.000 |
|                     |                 | Mexico          | -.5400                | .13380     | .801  |
|                     |                 | Poland          | .9663*                | .12135     | .000  |
|                     |                 | Russia          | 1.1372*               | .14241     | .000  |
|                     |                 | Singapore       | -.0429                | .09486     | 1.000 |
|                     |                 | Spain           | -.1859                | .17529     | 1.000 |
|                     |                 | Switzerland     | .5225                 | .12135     | .673  |
| Turkey              | -.2737          | .11547          | 1.000                 |            |       |
| Venezuela           | -.1474          | .12065          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Argentina       | America         | -.0385                | .12207     | 1.000 |
|                     |                 | Australia       | -.0893                | .20906     | 1.000 |
|                     |                 | Brazil          | -.2165                | .13716     | 1.000 |
|                     |                 | GB              | .1410                 | .13309     | 1.000 |
|                     |                 | Canada          | .2215                 | .17887     | 1.000 |
|                     |                 | China           | -.3660                | .20365     | 1.000 |
|                     |                 | Netherlands     | -.2045                | .14730     | 1.000 |
|                     |                 | Philippines     | -.4185                | .16919     | 1.000 |
|                     |                 | France          | .0634                 | .15868     | 1.000 |
|                     |                 | Germany         | .4112                 | .16309     | 1.000 |
|                     |                 | India           | -.5676                | .16495     | .960  |
|                     |                 | Indonesia       | -.4627                | .20718     | 1.000 |
|                     |                 | Japan           | .0723                 | .14151     | 1.000 |
|                     |                 | Malaysia        | -.0176                | .17292     | 1.000 |
|                     |                 | Mexico          | -.5785                | .17574     | .977  |
|                     |                 | Poland          | .9278                 | .16646     | .096  |
|                     |                 | Russia          | 1.0987*               | .18238     | .029  |
|                     |                 | Singapore       | -.0814                | .14826     | 1.000 |
|                     |                 | Spain           | -.2244                | .20906     | 1.000 |
|                     |                 | Switzerland     | .4840                 | .16646     | .996  |
| Turkey              | -.3122          | .16222          | 1.000                 |            |       |
| Venezuela           | -.1859          | .16594          | 1.000                 |            |       |
|                     | Australia       | America         | .0508                 | .17529     | 1.000 |
|                     |                 | Argentina       | .0893                 | .20906     | 1.000 |
|                     |                 | Brazil          | -.1272                | .18612     | 1.000 |
|                     |                 | GB              | .2303                 | .18313     | 1.000 |
|                     |                 | Canada          | .3108                 | .21868     | 1.000 |
|                     |                 | China           | -.2767                | .23937     | 1.000 |
|                     |                 | Netherlands     | -.1152                | .19370     | 1.000 |
|                     |                 | Philippines     | -.3292                | .21083     | 1.000 |
|                     |                 | France          | .1526                 | .20249     | 1.000 |
|                     |                 | Germany         | .5005                 | .20597     | 1.000 |
|                     |                 | India           | -.4783                | .20745     | 1.000 |
|                     |                 | Indonesia       | -.3734                | .24238     | 1.000 |
|                     |                 | Japan           | .1616                 | .18934     | 1.000 |
|                     |                 | Malaysia        | .0717                 | .21384     | 1.000 |
|                     |                 | Mexico          | -.4892                | .21612     | 1.000 |
|                     |                 | Poland          | 1.0171                | .20864     | .361  |
|                     |                 | Russia          | 1.1880                | .22156     | .153  |
|                     |                 | Singapore       | .0079                 | .19443     | 1.000 |
|                     |                 | Spain           | -.1351                | .24399     | 1.000 |
|                     |                 | Switzerland     | .5733                 | .20864     | .998  |
| Turkey              | -.2229          | .20528          | 1.000                 |            |       |
| Venezuela           | -.0966          | .20824          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Brazil          | America         | .1780                 | .07637     | 1.000 |
|                     |                 | Argentina       | .2165                 | .13716     | 1.000 |
|                     |                 | Australia       | .1272                 | .18612     | 1.000 |
|                     |                 | GB              | .3576                 | .09298     | .871  |
|                     |                 | Canada          | .4381                 | .15142     | .996  |
|                     |                 | China           | -.1494                | .18002     | 1.000 |
|                     |                 | Netherlands     | .0120                 | .11238     | 1.000 |
|                     |                 | Philippines     | -.2019                | .13985     | 1.000 |
|                     |                 | France          | .2799                 | .12693     | 1.000 |
|                     |                 | Germany         | .6277                 | .13241     | .432  |
|                     |                 | India           | -.3511                | .13469     | .999  |
|                     |                 | Indonesia       | -.2462                | .18400     | 1.000 |
|                     |                 | Japan           | .2889                 | .10468     | .998  |
|                     |                 | Malaysia        | .1989                 | .14434     | 1.000 |
|                     |                 | Mexico          | -.3619                | .14770     | 1.000 |
|                     |                 | Poland          | 1.1443*               | .13653     | .000  |
|                     |                 | Russia          | 1.3152*               | .15555     | .000  |
|                     |                 | Singapore       | .1351                 | .11363     | 1.000 |
|                     |                 | Spain           | -.0079                | .18612     | 1.000 |
|                     |                 | Switzerland     | .7006                 | .13653     | .239  |
| Turkey              | -.0957          | .13133          | 1.000                 |            |       |
| Venezuela           | .0306           | .13590          | 1.000                 |            |       |
|                     | GB              | America         | -.1795                | .06878     | .999  |
|                     |                 | Argentina       | -.1410                | .13309     | 1.000 |
|                     |                 | Australia       | -.2303                | .18313     | 1.000 |
|                     |                 | Brazil          | -.3576                | .09298     | .871  |
|                     |                 | Canada          | .0805                 | .14774     | 1.000 |
|                     |                 | China           | -.5070                | .17693     | .997  |
|                     |                 | Netherlands     | -.3456                | .10737     | .983  |
|                     |                 | Philippines     | -.5595                | .13585     | .765  |
|                     |                 | France          | -.0777                | .12251     | 1.000 |
|                     |                 | Germany         | .2701                 | .12818     | 1.000 |
|                     |                 | India           | -.7087                | .13054     | .133  |
|                     |                 | Indonesia       | -.6037                | .18098     | .973  |
|                     |                 | Japan           | -.0687                | .09928     | 1.000 |
|                     |                 | Malaysia        | -.1587                | .14047     | 1.000 |
|                     |                 | Mexico          | -.7195                | .14393     | .298  |
|                     |                 | Poland          | .7867*                | .13243     | .037  |
|                     |                 | Russia          | .9577*                | .15196     | .012  |
|                     |                 | Singapore       | -.2224                | .10868     | 1.000 |
|                     |                 | Spain           | -.3655                | .18313     | 1.000 |
|                     |                 | Switzerland     | .3430                 | .13243     | .999  |
| Turkey              | -.4532          | .12707          | .940                  |            |       |
| Venezuela           | -.3269          | .13179          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Canada          | America         | -.2600                | .13789     | 1.000 |
|                     |                 | Argentina       | -.2215                | .17887     | 1.000 |
|                     |                 | Australia       | -.3108                | .21868     | 1.000 |
|                     |                 | Brazil          | -.4381                | .15142     | .996  |
|                     |                 | GB              | -.0805                | .14774     | 1.000 |
|                     |                 | China           | -.5875                | .21351     | .998  |
|                     |                 | Netherlands     | -.4261                | .16066     | .999  |
|                     |                 | Philippines     | -.6400                | .18094     | .946  |
|                     |                 | France          | -.1582                | .17115     | 1.000 |
|                     |                 | Germany         | .1897                 | .17525     | 1.000 |
|                     |                 | India           | -.7892                | .17698     | .590  |
|                     |                 | Indonesia       | -.6842                | .21688     | .987  |
|                     |                 | Japan           | -.1492                | .15537     | 1.000 |
|                     |                 | Malaysia        | -.2391                | .18443     | 1.000 |
|                     |                 | Mexico          | -.8000                | .18708     | .689  |
|                     |                 | Poland          | .7062                 | .17839     | .831  |
|                     |                 | Russia          | .8772                 | .19333     | .546  |
|                     |                 | Singapore       | -.3029                | .16153     | 1.000 |
|                     |                 | Spain           | -.4459                | .21868     | 1.000 |
|                     |                 | Switzerland     | .2625                 | .17839     | 1.000 |
| Turkey              | -.5337          | .17444          | .991                  |            |       |
| Venezuela           | -.4074          | .17791          | 1.000                 |            |       |
|                     | China           | America         | .3275                 | .16880     | 1.000 |
|                     |                 | Argentina       | .3660                 | .20365     | 1.000 |
|                     |                 | Australia       | .2767                 | .23937     | 1.000 |
|                     |                 | Brazil          | .1494                 | .18002     | 1.000 |
|                     |                 | GB              | .5070                 | .17693     | .997  |
|                     |                 | Canada          | .5875                 | .21351     | .998  |
|                     |                 | Netherlands     | .1614                 | .18785     | 1.000 |
|                     |                 | Philippines     | -.0525                | .20547     | 1.000 |
|                     |                 | France          | .4293                 | .19690     | 1.000 |
|                     |                 | Germany         | .7772                 | .20048     | .861  |
|                     |                 | India           | -.2017                | .20200     | 1.000 |
|                     |                 | Indonesia       | -.0967                | .23773     | 1.000 |
|                     |                 | Japan           | .4383                 | .18335     | 1.000 |
|                     |                 | Malaysia        | .3484                 | .20855     | 1.000 |
|                     |                 | Mexico          | -.2125                | .21090     | 1.000 |
|                     |                 | Poland          | 1.2938*               | .20322     | .010  |
|                     |                 | Russia          | 1.4647*               | .21646     | .002  |
|                     |                 | Singapore       | .2846                 | .18861     | 1.000 |
|                     |                 | Spain           | .1416                 | .23937     | 1.000 |
|                     |                 | Switzerland     | .8500                 | .20322     | .735  |
| Turkey              | .0538           | .19977          | 1.000                 |            |       |
| Venezuela           | .1801           | .20281          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Netherlands     | America         | .1660                 | .09336     | 1.000 |
|                     |                 | Argentina       | .2045                 | .14730     | 1.000 |
|                     |                 | Australia       | .1152                 | .19370     | 1.000 |
|                     |                 | Brazil          | -.0120                | .11238     | 1.000 |
|                     |                 | GB              | .3456                 | .10737     | .983  |
|                     |                 | Canada          | .4261                 | .16066     | .999  |
|                     |                 | China           | -.1614                | .18785     | 1.000 |
|                     |                 | Philippines     | -.2139                | .14980     | 1.000 |
|                     |                 | France          | .2679                 | .13782     | 1.000 |
|                     |                 | Germany         | .6157                 | .14288     | .671  |
|                     |                 | India           | -.3631                | .14500     | 1.000 |
|                     |                 | Indonesia       | -.2582                | .19167     | 1.000 |
|                     |                 | Japan           | .2769                 | .11765     | 1.000 |
|                     |                 | Malaysia        | .1869                 | .15400     | 1.000 |
|                     |                 | Mexico          | -.3739                | .15716     | 1.000 |
|                     |                 | Poland          | 1.1323*               | .14671     | .000  |
|                     |                 | Russia          | 1.3032*               | .16455     | .000  |
|                     |                 | Singapore       | .1231                 | .12568     | 1.000 |
|                     |                 | Spain           | -.0199                | .19370     | 1.000 |
|                     |                 | Switzerland     | .6886                 | .14671     | .459  |
| Turkey              | -.1077          | .14188          | 1.000                 |            |       |
| Venezuela           | .0186           | .14613          | 1.000                 |            |       |
|                     | Philippines     | America         | .3800                 | .12508     | .992  |
|                     |                 | Argentina       | .4185                 | .16919     | 1.000 |
|                     |                 | Australia       | .3292                 | .21083     | 1.000 |
|                     |                 | Brazil          | .2019                 | .13985     | 1.000 |
|                     |                 | GB              | .5595                 | .13585     | .765  |
|                     |                 | Canada          | .6400                 | .18094     | .946  |
|                     |                 | China           | .0525                 | .20547     | 1.000 |
|                     |                 | Netherlands     | .2139                 | .14980     | 1.000 |
|                     |                 | France          | .4818                 | .16100     | .993  |
|                     |                 | Germany         | .8297                 | .16536     | .290  |
|                     |                 | India           | -.1492                | .16719     | 1.000 |
|                     |                 | Indonesia       | -.0442                | .20897     | 1.000 |
|                     |                 | Japan           | .4908                 | .14411     | .965  |
|                     |                 | Malaysia        | .4009                 | .17506     | 1.000 |
|                     |                 | Mexico          | -.1600                | .17784     | 1.000 |
|                     |                 | Poland          | 1.3462*               | .16867     | .000  |
|                     |                 | Russia          | 1.5172*               | .18441     | .000  |
|                     |                 | Singapore       | .3371                 | .15074     | 1.000 |
|                     |                 | Spain           | .1941                 | .21083     | 1.000 |
|                     |                 | Switzerland     | .9025                 | .16867     | .157  |
| Turkey              | .1063           | .16450          | 1.000                 |            |       |
| Venezuela           | .2326           | .16817          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | France          | America         | -.1019                | .11044     | 1.000 |
|                     |                 | Argentina       | -.0634                | .15868     | 1.000 |
|                     |                 | Australia       | -.1526                | .20249     | 1.000 |
|                     |                 | Brazil          | -.2799                | .12693     | 1.000 |
|                     |                 | GB              | .0777                 | .12251     | 1.000 |
|                     |                 | Canada          | .1582                 | .17115     | 1.000 |
|                     |                 | China           | -.4293                | .19690     | 1.000 |
|                     |                 | Netherlands     | -.2679                | .13782     | 1.000 |
|                     |                 | Philippines     | -.4818                | .16100     | .993  |
|                     |                 | Germany         | .3478                 | .15459     | 1.000 |
|                     |                 | India           | -.6310                | .15655     | .803  |
|                     |                 | Indonesia       | -.5260                | .20055     | .999  |
|                     |                 | Japan           | .0090                 | .13162     | 1.000 |
|                     |                 | Malaysia        | -.0810                | .16492     | 1.000 |
|                     |                 | Mexico          | -.6418                | .16787     | .878  |
|                     |                 | Poland          | .8644                 | .15813     | .122  |
|                     |                 | Russia          | 1.0354*               | .17481     | .039  |
|                     |                 | Singapore       | -.1448                | .13884     | 1.000 |
|                     |                 | Spain           | -.2878                | .20249     | 1.000 |
|                     |                 | Switzerland     | .4207                 | .15813     | .999  |
| Turkey              | -.3755          | .15366          | 1.000                 |            |       |
| Venezuela           | -.2492          | .15759          | 1.000                 |            |       |
|                     | Germany         | America         | -.4497                | .11670     | .868  |
|                     |                 | Argentina       | -.4112                | .16309     | 1.000 |
|                     |                 | Australia       | -.5005                | .20597     | 1.000 |
|                     |                 | Brazil          | -.6277                | .13241     | .432  |
|                     |                 | GB              | -.2701                | .12818     | 1.000 |
|                     |                 | Canada          | -.1897                | .17525     | 1.000 |
|                     |                 | China           | -.7772                | .20048     | .861  |
|                     |                 | Netherlands     | -.6157                | .14288     | .671  |
|                     |                 | Philippines     | -.8297                | .16536     | .290  |
|                     |                 | France          | -.3478                | .15459     | 1.000 |
|                     |                 | India           | -.9788*               | .16102     | .025  |
|                     |                 | Indonesia       | -.8739                | .20406     | .685  |
|                     |                 | Japan           | -.3388                | .13691     | 1.000 |
|                     |                 | Malaysia        | -.4288                | .16918     | .999  |
|                     |                 | Mexico          | -.9897                | .17205     | .062  |
|                     |                 | Poland          | .5166                 | .16256     | .985  |
|                     |                 | Russia          | .6875                 | .17883     | .871  |
|                     |                 | Singapore       | -.4926                | .14387     | .963  |
|                     |                 | Spain           | -.6356                | .20597     | .990  |
|                     |                 | Switzerland     | .0728                 | .16256     | 1.000 |
| Turkey              | -.7234          | .15822          | .527                  |            |       |
| Venezuela           | -.5971          | .16204          | .915                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | India           | America         | .5291                 | .11928     | .603  |
|                     |                 | Argentina       | .5676                 | .16495     | .960  |
|                     |                 | Australia       | .4783                 | .20745     | 1.000 |
|                     |                 | Brazil          | .3511                 | .13469     | .999  |
|                     |                 | GB              | .7087                 | .13054     | .133  |
|                     |                 | Canada          | .7892                 | .17698     | .590  |
|                     |                 | China           | .2017                 | .20200     | 1.000 |
|                     |                 | Netherlands     | .3631                 | .14500     | 1.000 |
|                     |                 | Philippines     | .1492                 | .16719     | 1.000 |
|                     |                 | France          | .6310                 | .15655     | .803  |
|                     |                 | Germany         | .9788*                | .16102     | .025  |
|                     |                 | Indonesia       | .1049                 | .20555     | 1.000 |
|                     |                 | Japan           | .6400                 | .13912     | .511  |
|                     |                 | Malaysia        | .5500                 | .17097     | .983  |
|                     |                 | Mexico          | -.0108                | .17382     | 1.000 |
|                     |                 | Poland          | 1.4954*               | .16443     | .000  |
|                     |                 | Russia          | 1.6663*               | .18053     | .000  |
|                     |                 | Singapore       | .4862                 | .14597     | .973  |
|                     |                 | Spain           | .3432                 | .20745     | 1.000 |
|                     |                 | Switzerland     | 1.0517*               | .16443     | .009  |
| Turkey              | .2554           | .16014          | 1.000                 |            |       |
| Venezuela           | .3817           | .16391          | 1.000                 |            |       |
|                     | Indonesia       | America         | .4242                 | .17304     | 1.000 |
|                     |                 | Argentina       | .4627                 | .20718     | 1.000 |
|                     |                 | Australia       | .3734                 | .24238     | 1.000 |
|                     |                 | Brazil          | .2462                 | .18400     | 1.000 |
|                     |                 | GB              | .6037                 | .18098     | .973  |
|                     |                 | Canada          | .6842                 | .21688     | .987  |
|                     |                 | China           | .0967                 | .23773     | 1.000 |
|                     |                 | Netherlands     | .2582                 | .19167     | 1.000 |
|                     |                 | Philippines     | .0442                 | .20897     | 1.000 |
|                     |                 | France          | .5260                 | .20055     | .999  |
|                     |                 | Germany         | .8739                 | .20406     | .685  |
|                     |                 | India           | -.1049                | .20555     | 1.000 |
|                     |                 | Japan           | .5350                 | .18726     | .997  |
|                     |                 | Malaysia        | .4451                 | .21200     | 1.000 |
|                     |                 | Mexico          | -.1158                | .21430     | 1.000 |
|                     |                 | Poland          | 1.3905*               | .20676     | .003  |
|                     |                 | Russia          | 1.5614*               | .21978     | .001  |
|                     |                 | Singapore       | .3813                 | .19241     | 1.000 |
|                     |                 | Spain           | .2383                 | .24238     | 1.000 |
|                     |                 | Switzerland     | .9467                 | .20676     | .523  |
| Turkey              | .1505           | .20336          | 1.000                 |            |       |
| Venezuela           | .2768           | .20635          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Japan           | America         | -.1108                | .08393     | 1.000 |
|                     |                 | Argentina       | -.0723                | .14151     | 1.000 |
|                     |                 | Australia       | -.1616                | .18934     | 1.000 |
|                     |                 | Brazil          | -.2889                | .10468     | .998  |
|                     |                 | GB              | .0687                 | .09928     | 1.000 |
|                     |                 | Canada          | .1492                 | .15537     | 1.000 |
|                     |                 | China           | -.4383                | .18335     | 1.000 |
|                     |                 | Netherlands     | -.2769                | .11765     | 1.000 |
|                     |                 | Philippines     | -.4908                | .14411     | .965  |
|                     |                 | France          | -.0090                | .13162     | 1.000 |
|                     |                 | Germany         | .3388                 | .13691     | 1.000 |
|                     |                 | India           | -.6400                | .13912     | .511  |
|                     |                 | Indonesia       | -.5350                | .18726     | .997  |
|                     |                 | Malaysia        | -.0900                | .14848     | 1.000 |
|                     |                 | Mexico          | -.6508                | .15175     | .682  |
|                     |                 | Poland          | .8554*                | .14089     | .025  |
|                     |                 | Russia          | 1.0264*               | .15939     | .008  |
|                     |                 | Singapore       | -.1537                | .11884     | 1.000 |
|                     |                 | Spain           | -.2968                | .18934     | 1.000 |
|                     |                 | Switzerland     | .4117                 | .14089     | .995  |
| Turkey              | -.3845          | .13586          | .997                  |            |       |
| Venezuela           | -.2582          | .14029          | 1.000                 |            |       |
|                     | Malaysia        | America         | -.0209                | .13008     | 1.000 |
|                     |                 | Argentina       | .0176                 | .17292     | 1.000 |
|                     |                 | Australia       | -.0717                | .21384     | 1.000 |
|                     |                 | Brazil          | -.1989                | .14434     | 1.000 |
|                     |                 | GB              | .1587                 | .14047     | 1.000 |
|                     |                 | Canada          | .2391                 | .18443     | 1.000 |
|                     |                 | China           | -.3484                | .20855     | 1.000 |
|                     |                 | Netherlands     | -.1869                | .15400     | 1.000 |
|                     |                 | Philippines     | -.4009                | .17506     | 1.000 |
|                     |                 | France          | .0810                 | .16492     | 1.000 |
|                     |                 | Germany         | .4288                 | .16918     | .999  |
|                     |                 | India           | -.5500                | .17097     | .983  |
|                     |                 | Indonesia       | -.4451                | .21200     | 1.000 |
|                     |                 | Japan           | .0900                 | .14848     | 1.000 |
|                     |                 | Mexico          | -.5609                | .18140     | .990  |
|                     |                 | Poland          | .9454                 | .17242     | .118  |
|                     |                 | Russia          | 1.1163*               | .18784     | .037  |
|                     |                 | Singapore       | -.0638                | .15492     | 1.000 |
|                     |                 | Spain           | -.2068                | .21384     | 1.000 |
|                     |                 | Switzerland     | .5016                 | .17242     | .996  |
| Turkey              | -.2946          | .16833          | 1.000                 |            |       |
| Venezuela           | -.1683          | .17192          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Mexico          | America         | .5400                 | .13380     | .801  |
|                     |                 | Argentina       | .5785                 | .17574     | .977  |
|                     |                 | Australia       | .4892                 | .21612     | 1.000 |
|                     |                 | Brazil          | .3619                 | .14770     | 1.000 |
|                     |                 | GB              | .7195                 | .14393     | .298  |
|                     |                 | Canada          | .8000                 | .18708     | .689  |
|                     |                 | China           | .2125                 | .21090     | 1.000 |
|                     |                 | Netherlands     | .3739                 | .15716     | 1.000 |
|                     |                 | Philippines     | .1600                 | .17784     | 1.000 |
|                     |                 | France          | .6418                 | .16787     | .878  |
|                     |                 | Germany         | .9897                 | .17205     | .062  |
|                     |                 | India           | .0108                 | .17382     | 1.000 |
|                     |                 | Indonesia       | .1158                 | .21430     | 1.000 |
|                     |                 | Japan           | .6508                 | .15175     | .682  |
|                     |                 | Malaysia        | .5609                 | .18140     | .990  |
|                     |                 | Poland          | 1.5062*               | .17524     | .000  |
|                     |                 | Russia          | 1.6772*               | .19043     | .000  |
|                     |                 | Singapore       | .4971                 | .15806     | .987  |
|                     |                 | Spain           | .3541                 | .21612     | 1.000 |
|                     |                 | Switzerland     | 1.0625*               | .17524     | .026  |
| Turkey              | .2663           | .17123          | 1.000                 |            |       |
| Venezuela           | .3926           | .17476          | 1.000                 |            |       |
|                     | Poland          | America         | -.9663*               | .12135     | .000  |
|                     |                 | Argentina       | -.9278                | .16646     | .096  |
|                     |                 | Australia       | -1.0171               | .20864     | .361  |
|                     |                 | Brazil          | -1.1443*              | .13653     | .000  |
|                     |                 | GB              | -.7867*               | .13243     | .037  |
|                     |                 | Canada          | -.7062                | .17839     | .831  |
|                     |                 | China           | -1.2938*              | .20322     | .010  |
|                     |                 | Netherlands     | -1.1323*              | .14671     | .000  |
|                     |                 | Philippines     | -1.3462*              | .16867     | .000  |
|                     |                 | France          | -.8644                | .15813     | .122  |
|                     |                 | Germany         | -.5166                | .16256     | .985  |
|                     |                 | India           | -1.4954*              | .16443     | .000  |
|                     |                 | Indonesia       | -1.3905*              | .20676     | .003  |
|                     |                 | Japan           | -.8554*               | .14089     | .025  |
|                     |                 | Malaysia        | -.9454                | .17242     | .118  |
|                     |                 | Mexico          | -1.5062*              | .17524     | .000  |
|                     |                 | Russia          | .1709                 | .18190     | 1.000 |
|                     |                 | Singapore       | -1.0092*              | .14767     | .002  |
|                     |                 | Spain           | -1.1522               | .20864     | .108  |
|                     |                 | Switzerland     | -.4437                | .16593     | .999  |
| Turkey              | -1.2400*        | .16168          | .000                  |            |       |
| Venezuela           | -1.1137*        | .16542          | .003                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Russia          | America         | -1.1372*              | .14241     | .000  |
|                     |                 | Argentina       | -1.0987*              | .18238     | .029  |
|                     |                 | Australia       | -1.1880               | .22156     | .153  |
|                     |                 | Brazil          | -1.3152*              | .15555     | .000  |
|                     |                 | GB              | -.9577*               | .15196     | .012  |
|                     |                 | Canada          | -.8772                | .19333     | .546  |
|                     |                 | China           | -1.4647*              | .21646     | .002  |
|                     |                 | Netherlands     | -1.3032*              | .16455     | .000  |
|                     |                 | Philippines     | -1.5172*              | .18441     | .000  |
|                     |                 | France          | -1.0354*              | .17481     | .039  |
|                     |                 | Germany         | -.6875                | .17883     | .871  |
|                     |                 | India           | -1.6663*              | .18053     | .000  |
|                     |                 | Indonesia       | -1.5614*              | .21978     | .001  |
|                     |                 | Japan           | -1.0264*              | .15939     | .008  |
|                     |                 | Malaysia        | -1.1163*              | .18784     | .037  |
|                     |                 | Mexico          | -1.6772*              | .19043     | .000  |
|                     |                 | Poland          | -.1709                | .18190     | 1.000 |
|                     |                 | Singapore       | -1.1801*              | .16541     | .000  |
|                     |                 | Spain           | -1.3231*              | .22156     | .034  |
|                     |                 | Switzerland     | -.6147                | .18190     | .968  |
| Turkey              | -1.4109*        | .17803          | .000                  |            |       |
| Venezuela           | -1.2846*        | .18143          | .001                  |            |       |
|                     | Singapore       | America         | .0429                 | .09486     | 1.000 |
|                     |                 | Argentina       | .0814                 | .14826     | 1.000 |
|                     |                 | Australia       | -.0079                | .19443     | 1.000 |
|                     |                 | Brazil          | -.1351                | .11363     | 1.000 |
|                     |                 | GB              | .2224                 | .10868     | 1.000 |
|                     |                 | Canada          | .3029                 | .16153     | 1.000 |
|                     |                 | China           | -.2846                | .18861     | 1.000 |
|                     |                 | Netherlands     | -.1231                | .12568     | 1.000 |
|                     |                 | Philippines     | -.3371                | .15074     | 1.000 |
|                     |                 | France          | .1448                 | .13884     | 1.000 |
|                     |                 | Germany         | .4926                 | .14387     | .963  |
|                     |                 | India           | -.4862                | .14597     | .973  |
|                     |                 | Indonesia       | -.3813                | .19241     | 1.000 |
|                     |                 | Japan           | .1537                 | .11884     | 1.000 |
|                     |                 | Malaysia        | .0638                 | .15492     | 1.000 |
|                     |                 | Mexico          | -.4971                | .15806     | .987  |
|                     |                 | Poland          | 1.0092*               | .14767     | .002  |
|                     |                 | Russia          | 1.1801*               | .16541     | .000  |
|                     |                 | Spain           | -.1430                | .19443     | 1.000 |
|                     |                 | Switzerland     | .5654                 | .14767     | .876  |
| Turkey              | -.2308          | .14288          | 1.000                 |            |       |
| Venezuela           | -.1045          | .14709          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Spain           | America         | .1859                 | .17529     | 1.000 |
|                     |                 | Argentina       | .2244                 | .20906     | 1.000 |
|                     |                 | Australia       | .1351                 | .24399     | 1.000 |
|                     |                 | Brazil          | .0079                 | .18612     | 1.000 |
|                     |                 | GB              | .3655                 | .18313     | 1.000 |
|                     |                 | Canada          | .4459                 | .21868     | 1.000 |
|                     |                 | China           | -.1416                | .23937     | 1.000 |
|                     |                 | Netherlands     | .0199                 | .19370     | 1.000 |
|                     |                 | Philippines     | -.1941                | .21083     | 1.000 |
|                     |                 | France          | .2878                 | .20249     | 1.000 |
|                     |                 | Germany         | .6356                 | .20597     | .990  |
|                     |                 | India           | -.3432                | .20745     | 1.000 |
|                     |                 | Indonesia       | -.2383                | .24238     | 1.000 |
|                     |                 | Japan           | .2968                 | .18934     | 1.000 |
|                     |                 | Malaysia        | .2068                 | .21384     | 1.000 |
|                     |                 | Mexico          | -.3541                | .21612     | 1.000 |
|                     |                 | Poland          | 1.1522                | .20864     | .108  |
|                     |                 | Russia          | 1.3231*               | .22156     | .034  |
|                     |                 | Singapore       | .1430                 | .19443     | 1.000 |
|                     |                 | Switzerland     | .7084                 | .20864     | .966  |
| Turkey              | -.0878          | .20528          | 1.000                 |            |       |
| Venezuela           | .0385           | .20824          | 1.000                 |            |       |
|                     | Switzerland     | America         | -.5225                | .12135     | .673  |
|                     |                 | Argentina       | -.4840                | .16646     | .996  |
|                     |                 | Australia       | -.5733                | .20864     | .998  |
|                     |                 | Brazil          | -.7006                | .13653     | .239  |
|                     |                 | GB              | -.3430                | .13243     | .999  |
|                     |                 | Canada          | -.2625                | .17839     | 1.000 |
|                     |                 | China           | -.8500                | .20322     | .735  |
|                     |                 | Netherlands     | -.6886                | .14671     | .459  |
|                     |                 | Philippines     | -.9025                | .16867     | .157  |
|                     |                 | France          | -.4207                | .15813     | .999  |
|                     |                 | Germany         | -.0728                | .16256     | 1.000 |
|                     |                 | India           | -1.0517*              | .16443     | .009  |
|                     |                 | Indonesia       | -.9467                | .20676     | .523  |
|                     |                 | Japan           | -.4117                | .14089     | .995  |
|                     |                 | Malaysia        | -.5016                | .17242     | .996  |
|                     |                 | Mexico          | -1.0625*              | .17524     | .026  |
|                     |                 | Poland          | .4437                 | .16593     | .999  |
|                     |                 | Russia          | .6147                 | .18190     | .968  |
|                     |                 | Singapore       | -.5654                | .14767     | .876  |
|                     |                 | Spain           | -.7084                | .20864     | .966  |
| Turkey              | -.7962          | .16168          | .335                  |            |       |
| Venezuela           | -.6699          | .16542          | .795                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|---------------------|-----------------|-----------------|-----------------------|------------|-------|
| 14 Friendly/Helpful | Turkey          | America         | .2737                 | .11547     | 1.000 |
|                     |                 | Argentina       | .3122                 | .16222     | 1.000 |
|                     |                 | Australia       | .2229                 | .20528     | 1.000 |
|                     |                 | Brazil          | .0957                 | .13133     | 1.000 |
|                     |                 | GB              | .4532                 | .12707     | .940  |
|                     |                 | Canada          | .5337                 | .17444     | .991  |
|                     |                 | China           | -.0538                | .19977     | 1.000 |
|                     |                 | Netherlands     | .1077                 | .14188     | 1.000 |
|                     |                 | Philippines     | -.1063                | .16450     | 1.000 |
|                     |                 | France          | .3755                 | .15366     | 1.000 |
|                     |                 | Germany         | .7234                 | .15822     | .527  |
|                     |                 | India           | -.2554                | .16014     | 1.000 |
|                     |                 | Indonesia       | -.1505                | .20336     | 1.000 |
|                     |                 | Japan           | .3845                 | .13586     | .997  |
|                     |                 | Malaysia        | .2946                 | .16833     | 1.000 |
|                     |                 | Mexico          | -.2663                | .17123     | 1.000 |
|                     |                 | Poland          | 1.2400*               | .16168     | .000  |
|                     |                 | Russia          | 1.4109*               | .17803     | .000  |
|                     |                 | Singapore       | .2308                 | .14288     | 1.000 |
|                     |                 | Spain           | .0878                 | .20528     | 1.000 |
| Switzerland         | .7962           | .16168          | .335                  |            |       |
| Venezuela           | .1263           | .16116          | 1.000                 |            |       |
|                     | Venezuela       | America         | .1474                 | .12065     | 1.000 |
|                     |                 | Argentina       | .1859                 | .16594     | 1.000 |
|                     |                 | Australia       | .0966                 | .20824     | 1.000 |
|                     |                 | Brazil          | -.0306                | .13590     | 1.000 |
|                     |                 | GB              | .3269                 | .13179     | 1.000 |
|                     |                 | Canada          | .4074                 | .17791     | 1.000 |
|                     |                 | China           | -.1801                | .20281     | 1.000 |
|                     |                 | Netherlands     | -.0186                | .14613     | 1.000 |
|                     |                 | Philippines     | -.2326                | .16817     | 1.000 |
|                     |                 | France          | .2492                 | .15759     | 1.000 |
|                     |                 | Germany         | .5971                 | .16204     | .915  |
|                     |                 | India           | -.3817                | .16391     | 1.000 |
|                     |                 | Indonesia       | -.2768                | .20635     | 1.000 |
|                     |                 | Japan           | .2582                 | .14029     | 1.000 |
|                     |                 | Malaysia        | .1683                 | .17192     | 1.000 |
|                     |                 | Mexico          | -.3926                | .17476     | 1.000 |
|                     |                 | Poland          | 1.1137*               | .16542     | .003  |
|                     |                 | Russia          | 1.2846*               | .18143     | .001  |
|                     |                 | Singapore       | .1045                 | .14709     | 1.000 |
|                     |                 | Spain           | -.0385                | .20824     | 1.000 |
| Switzerland         | .6699           | .16542          | .795                  |            |       |
| Turkey              | -.1263          | .16116          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | America         | Argentina       | -.1746                | .13724     | 1.000 |
|                    |                 | Australia       | .1251                 | .19707     | 1.000 |
|                    |                 | Brazil          | -.2622                | .08586     | .991  |
|                    |                 | GB              | -.1419                | .07733     | 1.000 |
|                    |                 | Canada          | -.2313                | .15503     | 1.000 |
|                    |                 | China           | -.8475                | .18978     | .587  |
|                    |                 | Netherlands     | -.2213                | .10496     | 1.000 |
|                    |                 | Philippines     | -.3367                | .14062     | 1.000 |
|                    |                 | France          | -.0304                | .12417     | 1.000 |
|                    |                 | Germany         | -.2169                | .13120     | 1.000 |
|                    |                 | India           | -.5703                | .13411     | .701  |
|                    |                 | Indonesia       | -.9969                | .19454     | .242  |
|                    |                 | Japan           | -.5349                | .09436     | .076  |
|                    |                 | Malaysia        | -.1405                | .14625     | 1.000 |
|                    |                 | Mexico          | -.6100                | .15043     | .793  |
|                    |                 | Poland          | -.2350                | .13643     | 1.000 |
|                    |                 | Russia          | -.0802                | .16011     | 1.000 |
|                    |                 | Singapore       | -.2363                | .10665     | 1.000 |
|                    |                 | Spain           | -.3749                | .19707     | 1.000 |
|                    |                 | Switzerland     | -.1038                | .13643     | 1.000 |
| Turkey             | -.4426          | .12982          | .964                  |            |       |
| Venezuela          | -.4545          | .13564          | .971                  |            |       |
|                    | Argentina       | America         | .1746                 | .13724     | 1.000 |
|                    |                 | Australia       | .2997                 | .23504     | 1.000 |
|                    |                 | Brazil          | -.0877                | .15421     | 1.000 |
|                    |                 | GB              | .0327                 | .14963     | 1.000 |
|                    |                 | Canada          | -.0568                | .20110     | 1.000 |
|                    |                 | China           | -.6729                | .22896     | .995  |
|                    |                 | Netherlands     | -.0467                | .16560     | 1.000 |
|                    |                 | Philippines     | -.1621                | .19022     | 1.000 |
|                    |                 | France          | .1441                 | .17840     | 1.000 |
|                    |                 | Germany         | -.0423                | .18336     | 1.000 |
|                    |                 | India           | -.3957                | .18546     | 1.000 |
|                    |                 | Indonesia       | -.8223                | .23293     | .947  |
|                    |                 | Japan           | -.3603                | .15910     | 1.000 |
|                    |                 | Malaysia        | .0341                 | .19441     | 1.000 |
|                    |                 | Mexico          | -.4354                | .19758     | 1.000 |
|                    |                 | Poland          | -.0604                | .18714     | 1.000 |
|                    |                 | Russia          | .0944                 | .20505     | 1.000 |
|                    |                 | Singapore       | -.0617                | .16668     | 1.000 |
|                    |                 | Spain           | -.2003                | .23504     | 1.000 |
|                    |                 | Switzerland     | .0708                 | .18714     | 1.000 |
| Turkey             | -.2680          | .18238          | 1.000                 |            |       |
| Venezuela          | -.2799          | .18657          | 1.000                 |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Australia       | America         | -.1251                | .19707     | 1.000 |
|                    |                 | Argentina       | -.2997                | .23504     | 1.000 |
|                    |                 | Brazil          | -.3873                | .20925     | 1.000 |
|                    |                 | GB              | -.2670                | .20589     | 1.000 |
|                    |                 | Canada          | -.3564                | .24586     | 1.000 |
|                    |                 | China           | -.9726                | .26912     | .931  |
|                    |                 | Netherlands     | -.3464                | .21778     | 1.000 |
|                    |                 | Philippines     | -.4618                | .23703     | 1.000 |
|                    |                 | France          | -.1555                | .22766     | 1.000 |
|                    |                 | Germany         | -.3420                | .23157     | 1.000 |
|                    |                 | India           | -.6954                | .23323     | .994  |
|                    |                 | Indonesia       | -1.1220               | .27250     | .766  |
|                    |                 | Japan           | -.6600                | .21287     | .989  |
|                    |                 | Malaysia        | -.2656                | .24042     | 1.000 |
|                    |                 | Mexico          | -.7351                | .24298     | .992  |
|                    |                 | Poland          | -.3601                | .23458     | 1.000 |
|                    |                 | Russia          | -.2053                | .24909     | 1.000 |
|                    |                 | Singapore       | -.3614                | .21860     | 1.000 |
|                    |                 | Spain           | -.5000                | .27431     | 1.000 |
|                    |                 | Switzerland     | -.2289                | .23458     | 1.000 |
| Turkey             | -.5677          | .23079          | 1.000                 |            |       |
| Venezuela          | -.5796          | .23412          | 1.000                 |            |       |
|                    | Brazil          | America         | .2622                 | .08586     | .991  |
|                    |                 | Argentina       | .0877                 | .15421     | 1.000 |
|                    |                 | Australia       | .3873                 | .20925     | 1.000 |
|                    |                 | GB              | .1204                 | .10453     | 1.000 |
|                    |                 | Canada          | .0309                 | .17024     | 1.000 |
|                    |                 | China           | -.5853                | .20239     | .996  |
|                    |                 | Netherlands     | .0409                 | .12635     | 1.000 |
|                    |                 | Philippines     | -.0745                | .15723     | 1.000 |
|                    |                 | France          | .2318                 | .14271     | 1.000 |
|                    |                 | Germany         | .0453                 | .14887     | 1.000 |
|                    |                 | India           | -.3080                | .15143     | 1.000 |
|                    |                 | Indonesia       | -.7346                | .20687     | .943  |
|                    |                 | Japan           | -.2726                | .11769     | 1.000 |
|                    |                 | Malaysia        | .1218                 | .16228     | 1.000 |
|                    |                 | Mexico          | -.3478                | .16606     | 1.000 |
|                    |                 | Poland          | .0272                 | .15350     | 1.000 |
|                    |                 | Russia          | .1820                 | .17488     | 1.000 |
|                    |                 | Singapore       | .0259                 | .12775     | 1.000 |
|                    |                 | Spain           | -.1127                | .20925     | 1.000 |
|                    |                 | Switzerland     | .1585                 | .15350     | 1.000 |
| Turkey             | -.1804          | .14765          | 1.000                 |            |       |
| Venezuela          | -.1922          | .15279          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | GB              | America         | .1419                 | .07733     | 1.000 |
|                    |                 | Argentina       | -.0327                | .14963     | 1.000 |
|                    |                 | Australia       | .2670                 | .20589     | 1.000 |
|                    |                 | Brazil          | -.1204                | .10453     | 1.000 |
|                    |                 | Canada          | -.0895                | .16610     | 1.000 |
|                    |                 | China           | -.7057                | .19892     | .944  |
|                    |                 | Netherlands     | -.0794                | .12071     | 1.000 |
|                    |                 | Philippines     | -.1948                | .15274     | 1.000 |
|                    |                 | France          | .1114                 | .13774     | 1.000 |
|                    |                 | Germany         | -.0750                | .14411     | 1.000 |
|                    |                 | India           | -.4284                | .14676     | .995  |
|                    |                 | Indonesia       | -.8550                | .20347     | .726  |
|                    |                 | Japan           | -.3930                | .11162     | .948  |
|                    |                 | Malaysia        | .0014                 | .15793     | 1.000 |
|                    |                 | Mexico          | -.4682                | .16182     | .996  |
|                    |                 | Poland          | -.0932                | .14889     | 1.000 |
|                    |                 | Russia          | .0617                 | .17085     | 1.000 |
|                    |                 | Singapore       | -.0944                | .12218     | 1.000 |
|                    |                 | Spain           | -.2330                | .20589     | 1.000 |
|                    |                 | Switzerland     | .0381                 | .14889     | 1.000 |
| Turkey             | -.3007          | .14286          | 1.000                 |            |       |
| Venezuela          | -.3126          | .14817          | 1.000                 |            |       |
|                    | Canada          | America         | .2313                 | .15503     | 1.000 |
|                    |                 | Argentina       | .0568                 | .20110     | 1.000 |
|                    |                 | Australia       | .3564                 | .24586     | 1.000 |
|                    |                 | Brazil          | -.0309                | .17024     | 1.000 |
|                    |                 | GB              | .0895                 | .16610     | 1.000 |
|                    |                 | China           | -.6162                | .24005     | .999  |
|                    |                 | Netherlands     | .0100                 | .18062     | 1.000 |
|                    |                 | Philippines     | -.1054                | .20343     | 1.000 |
|                    |                 | France          | .2009                 | .19242     | 1.000 |
|                    |                 | Germany         | .0144                 | .19703     | 1.000 |
|                    |                 | India           | -.3389                | .19898     | 1.000 |
|                    |                 | Indonesia       | -.7655                | .24383     | .987  |
|                    |                 | Japan           | -.3036                | .17468     | 1.000 |
|                    |                 | Malaysia        | .0909                 | .20736     | 1.000 |
|                    |                 | Mexico          | -.3787                | .21033     | 1.000 |
|                    |                 | Poland          | -.0037                | .20056     | 1.000 |
|                    |                 | Russia          | .1511                 | .21736     | 1.000 |
|                    |                 | Singapore       | -.0050                | .18161     | 1.000 |
|                    |                 | Spain           | -.1436                | .24586     | 1.000 |
|                    |                 | Switzerland     | .1276                 | .20056     | 1.000 |
| Turkey             | -.2113          | .19612          | 1.000                 |            |       |
| Venezuela          | -.2231          | .20002          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | China           | America         | .8475                 | .18978     | .587  |
|                    |                 | Argentina       | .6729                 | .22896     | .995  |
|                    |                 | Australia       | .9726                 | .26912     | .931  |
|                    |                 | Brazil          | .5853                 | .20239     | .996  |
|                    |                 | GB              | .7057                 | .19892     | .944  |
|                    |                 | Canada          | .6162                 | .24005     | .999  |
|                    |                 | Netherlands     | .6262                 | .21120     | .994  |
|                    |                 | Philippines     | .5108                 | .23101     | 1.000 |
|                    |                 | France          | .8171                 | .22138     | .914  |
|                    |                 | Germany         | .6306                 | .22540     | .998  |
|                    |                 | India           | .2773                 | .22710     | 1.000 |
|                    |                 | Indonesia       | -.1493                | .26728     | 1.000 |
|                    |                 | Japan           | .3126                 | .20614     | 1.000 |
|                    |                 | Malaysia        | .7071                 | .23447     | .993  |
|                    |                 | Mexico          | .2375                 | .23711     | 1.000 |
|                    |                 | Poland          | .6125                 | .22848     | .999  |
|                    |                 | Russia          | .7673                 | .24336     | .987  |
|                    |                 | Singapore       | .6112                 | .21205     | .996  |
|                    |                 | Spain           | .4726                 | .26912     | 1.000 |
|                    |                 | Switzerland     | .7437                 | .22848     | .980  |
| Turkey             | .4049           | .22460          | 1.000                 |            |       |
| Venezuela          | .3931           | .22801          | 1.000                 |            |       |
|                    | Netherlands     | America         | .2213                 | .10496     | 1.000 |
|                    |                 | Argentina       | .0467                 | .16560     | 1.000 |
|                    |                 | Australia       | .3464                 | .21778     | 1.000 |
|                    |                 | Brazil          | -.0409                | .12635     | 1.000 |
|                    |                 | GB              | .0794                 | .12071     | 1.000 |
|                    |                 | Canada          | -.0100                | .18062     | 1.000 |
|                    |                 | China           | -.6262                | .21120     | .994  |
|                    |                 | Philippines     | -.1154                | .16842     | 1.000 |
|                    |                 | France          | .1909                 | .15495     | 1.000 |
|                    |                 | Germany         | .0044                 | .16064     | 1.000 |
|                    |                 | India           | -.3490                | .16302     | 1.000 |
|                    |                 | Indonesia       | -.7756                | .21549     | .934  |
|                    |                 | Japan           | -.3136                | .13227     | 1.000 |
|                    |                 | Malaysia        | .0808                 | .17314     | 1.000 |
|                    |                 | Mexico          | -.3887                | .17669     | 1.000 |
|                    |                 | Poland          | -.0137                | .16494     | 1.000 |
|                    |                 | Russia          | .1411                 | .18500     | 1.000 |
|                    |                 | Singapore       | -.0150                | .14130     | 1.000 |
|                    |                 | Spain           | -.1536                | .21778     | 1.000 |
|                    |                 | Switzerland     | .1175                 | .16494     | 1.000 |
| Turkey             | -.2213          | .15952          | 1.000                 |            |       |
| Venezuela          | -.2332          | .16429          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Philippines     | America         | .3367                 | .14062     | 1.000 |
|                    |                 | Argentina       | .1621                 | .19022     | 1.000 |
|                    |                 | Australia       | .4618                 | .23703     | 1.000 |
|                    |                 | Brazil          | .0745                 | .15723     | 1.000 |
|                    |                 | GB              | .1948                 | .15274     | 1.000 |
|                    |                 | Canada          | .1054                 | .20343     | 1.000 |
|                    |                 | China           | -.5108                | .23101     | 1.000 |
|                    |                 | Netherlands     | .1154                 | .16842     | 1.000 |
|                    |                 | France          | .3063                 | .18101     | 1.000 |
|                    |                 | Germany         | .1198                 | .18591     | 1.000 |
|                    |                 | India           | -.2336                | .18797     | 1.000 |
|                    |                 | Indonesia       | -.6602                | .23494     | .997  |
|                    |                 | Japan           | -.1982                | .16203     | 1.000 |
|                    |                 | Malaysia        | .1962                 | .19682     | 1.000 |
|                    |                 | Mexico          | -.2733                | .19995     | 1.000 |
|                    |                 | Poland          | .1017                 | .18964     | 1.000 |
|                    |                 | Russia          | .2565                 | .20733     | 1.000 |
|                    |                 | Singapore       | .1004                 | .16948     | 1.000 |
|                    |                 | Spain           | -.0382                | .23703     | 1.000 |
|                    |                 | Switzerland     | .2329                 | .18964     | 1.000 |
| Turkey             | -.1059          | .18494          | 1.000                 |            |       |
| Venezuela          | -.1178          | .18907          | 1.000                 |            |       |
|                    | France          | America         | .0304                 | .12417     | 1.000 |
|                    |                 | Argentina       | -.1441                | .17840     | 1.000 |
|                    |                 | Australia       | .1555                 | .22766     | 1.000 |
|                    |                 | Brazil          | -.2318                | .14271     | 1.000 |
|                    |                 | GB              | -.1114                | .13774     | 1.000 |
|                    |                 | Canada          | -.2009                | .19242     | 1.000 |
|                    |                 | China           | -.8171                | .22138     | .914  |
|                    |                 | Netherlands     | -.1909                | .15495     | 1.000 |
|                    |                 | Philippines     | -.3063                | .18101     | 1.000 |
|                    |                 | Germany         | -.1865                | .17380     | 1.000 |
|                    |                 | India           | -.5398                | .17600     | .991  |
|                    |                 | Indonesia       | -.9664                | .22548     | .683  |
|                    |                 | Japan           | -.5045                | .14797     | .964  |
|                    |                 | Malaysia        | -.1100                | .18542     | 1.000 |
|                    |                 | Mexico          | -.5796                | .18874     | .991  |
|                    |                 | Poland          | -.2046                | .17778     | 1.000 |
|                    |                 | Russia          | -.0498                | .19654     | 1.000 |
|                    |                 | Singapore       | -.2059                | .15610     | 1.000 |
|                    |                 | Spain           | -.3445                | .22766     | 1.000 |
|                    |                 | Switzerland     | -.0733                | .17778     | 1.000 |
| Turkey             | -.4122          | .17276          | 1.000                 |            |       |
| Venezuela          | -.4240          | .17718          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Germany         | America         | .2169                 | .13120     | 1.000 |
|                    |                 | Argentina       | .0423                 | .18336     | 1.000 |
|                    |                 | Australia       | .3420                 | .23157     | 1.000 |
|                    |                 | Brazil          | -.0453                | .14887     | 1.000 |
|                    |                 | GB              | .0750                 | .14411     | 1.000 |
|                    |                 | Canada          | -.0144                | .19703     | 1.000 |
|                    |                 | China           | -.6306                | .22540     | .998  |
|                    |                 | Netherlands     | -.0044                | .16064     | 1.000 |
|                    |                 | Philippines     | -.1198                | .18591     | 1.000 |
|                    |                 | France          | .1865                 | .17380     | 1.000 |
|                    |                 | India           | -.3533                | .18103     | 1.000 |
|                    |                 | Indonesia       | -.7799                | .22942     | .966  |
|                    |                 | Japan           | -.3180                | .15392     | 1.000 |
|                    |                 | Malaysia        | .0765                 | .19020     | 1.000 |
|                    |                 | Mexico          | -.3931                | .19344     | 1.000 |
|                    |                 | Poland          | -.0181                | .18276     | 1.000 |
|                    |                 | Russia          | .1367                 | .20106     | 1.000 |
|                    |                 | Singapore       | -.0194                | .16175     | 1.000 |
|                    |                 | Spain           | -.1580                | .23157     | 1.000 |
|                    |                 | Switzerland     | .1131                 | .18276     | 1.000 |
| Turkey             | -.2257          | .17788          | 1.000                 |            |       |
| Venezuela          | -.2375          | .18217          | 1.000                 |            |       |
|                    | India           | America         | .5703                 | .13411     | .701  |
|                    |                 | Argentina       | .3957                 | .18546     | 1.000 |
|                    |                 | Australia       | .6954                 | .23323     | .994  |
|                    |                 | Brazil          | .3080                 | .15143     | 1.000 |
|                    |                 | GB              | .4284                 | .14676     | .995  |
|                    |                 | Canada          | .3389                 | .19898     | 1.000 |
|                    |                 | China           | -.2773                | .22710     | 1.000 |
|                    |                 | Netherlands     | .3490                 | .16302     | 1.000 |
|                    |                 | Philippines     | .2336                 | .18797     | 1.000 |
|                    |                 | France          | .5398                 | .17600     | .991  |
|                    |                 | Germany         | .3533                 | .18103     | 1.000 |
|                    |                 | Indonesia       | -.4266                | .23110     | 1.000 |
|                    |                 | Japan           | .0354                 | .15641     | 1.000 |
|                    |                 | Malaysia        | .4298                 | .19222     | 1.000 |
|                    |                 | Mexico          | -.0398                | .19542     | 1.000 |
|                    |                 | Poland          | .3352                 | .18486     | 1.000 |
|                    |                 | Russia          | .4901                 | .20297     | 1.000 |
|                    |                 | Singapore       | .3340                 | .16411     | 1.000 |
|                    |                 | Spain           | .1954                 | .23323     | 1.000 |
|                    |                 | Switzerland     | .4665                 | .18486     | 1.000 |
| Turkey             | .1277           | .18004          | 1.000                 |            |       |
| Venezuela          | .1158           | .18428          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Indonesia       | America         | .9969                 | .19454     | .242  |
|                    |                 | Argentina       | .8223                 | .23293     | .947  |
|                    |                 | Australia       | 1.1220                | .27250     | .766  |
|                    |                 | Brazil          | .7346                 | .20687     | .943  |
|                    |                 | GB              | .8550                 | .20347     | .726  |
|                    |                 | Canada          | .7655                 | .24383     | .987  |
|                    |                 | China           | .1493                 | .26728     | 1.000 |
|                    |                 | Netherlands     | .7756                 | .21549     | .934  |
|                    |                 | Philippines     | .6602                 | .23494     | .997  |
|                    |                 | France          | .9664                 | .22548     | .683  |
|                    |                 | Germany         | .7799                 | .22942     | .966  |
|                    |                 | India           | .4266                 | .23110     | 1.000 |
|                    |                 | Japan           | .4620                 | .21054     | 1.000 |
|                    |                 | Malaysia        | .8564                 | .23835     | .935  |
|                    |                 | Mexico          | .3868                 | .24094     | 1.000 |
|                    |                 | Poland          | .7618                 | .23246     | .978  |
|                    |                 | Russia          | .9167                 | .24710     | .909  |
|                    |                 | Singapore       | .7606                 | .21632     | .949  |
|                    |                 | Spain           | .6220                 | .27250     | 1.000 |
|                    |                 | Switzerland     | .8931                 | .23246     | .872  |
| Turkey             | .5543           | .22864          | 1.000                 |            |       |
| Venezuela          | .5424           | .23199          | 1.000                 |            |       |
|                    | Japan           | America         | .5349                 | .09436     | .076  |
|                    |                 | Argentina       | .3603                 | .15910     | 1.000 |
|                    |                 | Australia       | .6600                 | .21287     | .989  |
|                    |                 | Brazil          | .2726                 | .11769     | 1.000 |
|                    |                 | GB              | .3930                 | .11162     | .948  |
|                    |                 | Canada          | .3036                 | .17468     | 1.000 |
|                    |                 | China           | -.3126                | .20614     | 1.000 |
|                    |                 | Netherlands     | .3136                 | .13227     | 1.000 |
|                    |                 | Philippines     | .1982                 | .16203     | 1.000 |
|                    |                 | France          | .5045                 | .14797     | .964  |
|                    |                 | Germany         | .3180                 | .15392     | 1.000 |
|                    |                 | India           | -.0354                | .15641     | 1.000 |
|                    |                 | Indonesia       | -.4620                | .21054     | 1.000 |
|                    |                 | Malaysia        | .3944                 | .16693     | 1.000 |
|                    |                 | Mexico          | -.0751                | .17061     | 1.000 |
|                    |                 | Poland          | .2999                 | .15841     | 1.000 |
|                    |                 | Russia          | .4547                 | .17920     | .999  |
|                    |                 | Singapore       | .2986                 | .13361     | 1.000 |
|                    |                 | Spain           | .1600                 | .21287     | 1.000 |
|                    |                 | Switzerland     | .4311                 | .15841     | .998  |
| Turkey             | .0923           | .15275          | 1.000                 |            |       |
| Venezuela          | .0804           | .15773          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Malaysia        | America         | .1405                 | .14625     | 1.000 |
|                    |                 | Argentina       | -.0341                | .19441     | 1.000 |
|                    |                 | Australia       | .2656                 | .24042     | 1.000 |
|                    |                 | Brazil          | -.1218                | .16228     | 1.000 |
|                    |                 | GB              | -.0014                | .15793     | 1.000 |
|                    |                 | Canada          | -.0909                | .20736     | 1.000 |
|                    |                 | China           | -.7071                | .23447     | .993  |
|                    |                 | Netherlands     | -.0808                | .17314     | 1.000 |
|                    |                 | Philippines     | -.1962                | .19682     | 1.000 |
|                    |                 | France          | .1100                 | .18542     | 1.000 |
|                    |                 | Germany         | -.0765                | .19020     | 1.000 |
|                    |                 | India           | -.4298                | .19222     | 1.000 |
|                    |                 | Indonesia       | -.8564                | .23835     | .935  |
|                    |                 | Japan           | -.3944                | .16693     | 1.000 |
|                    |                 | Mexico          | -.4696                | .20394     | 1.000 |
|                    |                 | Poland          | -.0946                | .19385     | 1.000 |
|                    |                 | Russia          | .0603                 | .21118     | 1.000 |
|                    |                 | Singapore       | -.0958                | .17417     | 1.000 |
|                    |                 | Spain           | -.2344                | .24042     | 1.000 |
|                    |                 | Switzerland     | .0367                 | .19385     | 1.000 |
| Turkey             | -.3021          | .18925          | 1.000                 |            |       |
| Venezuela          | -.3140          | .19329          | 1.000                 |            |       |
|                    | Mexico          | America         | .6100                 | .15043     | .793  |
|                    |                 | Argentina       | .4354                 | .19758     | 1.000 |
|                    |                 | Australia       | .7351                 | .24298     | .992  |
|                    |                 | Brazil          | .3478                 | .16606     | 1.000 |
|                    |                 | GB              | .4682                 | .16182     | .996  |
|                    |                 | Canada          | .3787                 | .21033     | 1.000 |
|                    |                 | China           | -.2375                | .23711     | 1.000 |
|                    |                 | Netherlands     | .3887                 | .17669     | 1.000 |
|                    |                 | Philippines     | .2733                 | .19995     | 1.000 |
|                    |                 | France          | .5796                 | .18874     | .991  |
|                    |                 | Germany         | .3931                 | .19344     | 1.000 |
|                    |                 | India           | .0398                 | .19542     | 1.000 |
|                    |                 | Indonesia       | -.3868                | .24094     | 1.000 |
|                    |                 | Japan           | .0751                 | .17061     | 1.000 |
|                    |                 | Malaysia        | .4696                 | .20394     | 1.000 |
|                    |                 | Poland          | .3750                 | .19702     | 1.000 |
|                    |                 | Russia          | .5298                 | .21410     | 1.000 |
|                    |                 | Singapore       | .3737                 | .17770     | 1.000 |
|                    |                 | Spain           | .2351                 | .24298     | 1.000 |
|                    |                 | Switzerland     | .5063                 | .19702     | .999  |
| Turkey             | .1674           | .19251          | 1.000                 |            |       |
| Venezuela          | .1556           | .19648          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Poland          | America         | .2350                 | .13643     | 1.000 |
|                    |                 | Argentina       | .0604                 | .18714     | 1.000 |
|                    |                 | Australia       | .3601                 | .23458     | 1.000 |
|                    |                 | Brazil          | -.0272                | .15350     | 1.000 |
|                    |                 | GB              | .0932                 | .14889     | 1.000 |
|                    |                 | Canada          | .0037                 | .20056     | 1.000 |
|                    |                 | China           | -.6125                | .22848     | .999  |
|                    |                 | Netherlands     | .0137                 | .16494     | 1.000 |
|                    |                 | Philippines     | -.1017                | .18964     | 1.000 |
|                    |                 | France          | .2046                 | .17778     | 1.000 |
|                    |                 | Germany         | .0181                 | .18276     | 1.000 |
|                    |                 | India           | -.3352                | .18486     | 1.000 |
|                    |                 | Indonesia       | -.7618                | .23246     | .978  |
|                    |                 | Japan           | -.2999                | .15841     | 1.000 |
|                    |                 | Malaysia        | .0946                 | .19385     | 1.000 |
|                    |                 | Mexico          | -.3750                | .19702     | 1.000 |
|                    |                 | Russia          | .1548                 | .20451     | 1.000 |
|                    |                 | Singapore       | -.0013                | .16602     | 1.000 |
|                    |                 | Spain           | -.1399                | .23458     | 1.000 |
|                    |                 | Switzerland     | .1313                 | .18655     | 1.000 |
| Turkey             | -.2076          | .18178          | 1.000                 |            |       |
| Venezuela          | -.2194          | .18598          | 1.000                 |            |       |
|                    | Russia          | America         | .0802                 | .16011     | 1.000 |
|                    |                 | Argentina       | -.0944                | .20505     | 1.000 |
|                    |                 | Australia       | .2053                 | .24909     | 1.000 |
|                    |                 | Brazil          | -.1820                | .17488     | 1.000 |
|                    |                 | GB              | -.0617                | .17085     | 1.000 |
|                    |                 | Canada          | -.1511                | .21736     | 1.000 |
|                    |                 | China           | -.7673                | .24336     | .987  |
|                    |                 | Netherlands     | -.1411                | .18500     | 1.000 |
|                    |                 | Philippines     | -.2565                | .20733     | 1.000 |
|                    |                 | France          | .0498                 | .19654     | 1.000 |
|                    |                 | Germany         | -.1367                | .20106     | 1.000 |
|                    |                 | India           | -.4901                | .20297     | 1.000 |
|                    |                 | Indonesia       | -.9167                | .24710     | .909  |
|                    |                 | Japan           | -.4547                | .17920     | .999  |
|                    |                 | Malaysia        | -.0603                | .21118     | 1.000 |
|                    |                 | Mexico          | -.5298                | .21410     | 1.000 |
|                    |                 | Poland          | -.1548                | .20451     | 1.000 |
|                    |                 | Singapore       | -.1561                | .18597     | 1.000 |
|                    |                 | Spain           | -.2947                | .24909     | 1.000 |
|                    |                 | Switzerland     | -.0236                | .20451     | 1.000 |
| Turkey             | -.3624          | .20016          | 1.000                 |            |       |
| Venezuela          | -.3743          | .20398          | 1.000                 |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Singapore       | America         | .2363                 | .10665     | 1.000 |
|                    |                 | Argentina       | .0617                 | .16668     | 1.000 |
|                    |                 | Australia       | .3614                 | .21860     | 1.000 |
|                    |                 | Brazil          | -.0259                | .12775     | 1.000 |
|                    |                 | GB              | .0944                 | .12218     | 1.000 |
|                    |                 | Canada          | .0050                 | .18161     | 1.000 |
|                    |                 | China           | -.6112                | .21205     | .996  |
|                    |                 | Netherlands     | .0150                 | .14130     | 1.000 |
|                    |                 | Philippines     | -.1004                | .16948     | 1.000 |
|                    |                 | France          | .2059                 | .15610     | 1.000 |
|                    |                 | Germany         | .0194                 | .16175     | 1.000 |
|                    |                 | India           | -.3340                | .16411     | 1.000 |
|                    |                 | Indonesia       | -.7606                | .21632     | .949  |
|                    |                 | Japan           | -.2986                | .13361     | 1.000 |
|                    |                 | Malaysia        | .0958                 | .17417     | 1.000 |
|                    |                 | Mexico          | -.3737                | .17770     | 1.000 |
|                    |                 | Poland          | .0013                 | .16602     | 1.000 |
|                    |                 | Russia          | .1561                 | .18597     | 1.000 |
|                    |                 | Spain           | -.1386                | .21860     | 1.000 |
|                    |                 | Switzerland     | .1325                 | .16602     | 1.000 |
| Turkey             | -.2063          | .16063          | 1.000                 |            |       |
| Venezuela          | -.2182          | .16537          | 1.000                 |            |       |
|                    | Spain           | America         | .3749                 | .19707     | 1.000 |
|                    |                 | Argentina       | .2003                 | .23504     | 1.000 |
|                    |                 | Australia       | .5000                 | .27431     | 1.000 |
|                    |                 | Brazil          | .1127                 | .20925     | 1.000 |
|                    |                 | GB              | .2330                 | .20589     | 1.000 |
|                    |                 | Canada          | .1436                 | .24586     | 1.000 |
|                    |                 | China           | -.4726                | .26912     | 1.000 |
|                    |                 | Netherlands     | .1536                 | .21778     | 1.000 |
|                    |                 | Philippines     | .0382                 | .23703     | 1.000 |
|                    |                 | France          | .3445                 | .22766     | 1.000 |
|                    |                 | Germany         | .1580                 | .23157     | 1.000 |
|                    |                 | India           | -.1954                | .23323     | 1.000 |
|                    |                 | Indonesia       | -.6220                | .27250     | 1.000 |
|                    |                 | Japan           | -.1600                | .21287     | 1.000 |
|                    |                 | Malaysia        | .2344                 | .24042     | 1.000 |
|                    |                 | Mexico          | -.2351                | .24298     | 1.000 |
|                    |                 | Poland          | .1399                 | .23458     | 1.000 |
|                    |                 | Russia          | .2947                 | .24909     | 1.000 |
|                    |                 | Singapore       | .1386                 | .21860     | 1.000 |
|                    |                 | Switzerland     | .2711                 | .23458     | 1.000 |
| Turkey             | -.0677          | .23079          | 1.000                 |            |       |
| Venezuela          | -.0796          | .23412          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr       | Switzerland     | America         | .1038                 | .13643     | 1.000 |
|                    |                 | Argentina       | -.0708                | .18714     | 1.000 |
|                    |                 | Australia       | .2289                 | .23458     | 1.000 |
|                    |                 | Brazil          | -.1585                | .15350     | 1.000 |
|                    |                 | GB              | -.0381                | .14889     | 1.000 |
|                    |                 | Canada          | -.1276                | .20056     | 1.000 |
|                    |                 | China           | -.7437                | .22848     | .980  |
|                    |                 | Netherlands     | -.1175                | .16494     | 1.000 |
|                    |                 | Philippines     | -.2329                | .18964     | 1.000 |
|                    |                 | France          | .0733                 | .17778     | 1.000 |
|                    |                 | Germany         | -.1131                | .18276     | 1.000 |
|                    |                 | India           | -.4665                | .18486     | 1.000 |
|                    |                 | Indonesia       | -.8931                | .23246     | .872  |
|                    |                 | Japan           | -.4311                | .15841     | .998  |
|                    |                 | Malaysia        | -.0367                | .19385     | 1.000 |
|                    |                 | Mexico          | -.5063                | .19702     | .999  |
|                    |                 | Poland          | -.1313                | .18655     | 1.000 |
|                    |                 | Russia          | .0236                 | .20451     | 1.000 |
|                    |                 | Singapore       | -.1325                | .16602     | 1.000 |
|                    |                 | Spain           | -.2711                | .23458     | 1.000 |
| Turkey             | -.3388          | .18178          | 1.000                 |            |       |
| Venezuela          | -.3507          | .18598          | 1.000                 |            |       |
|                    | Turkey          | America         | .4426                 | .12982     | .964  |
|                    |                 | Argentina       | .2680                 | .18238     | 1.000 |
|                    |                 | Australia       | .5677                 | .23079     | 1.000 |
|                    |                 | Brazil          | .1804                 | .14765     | 1.000 |
|                    |                 | GB              | .3007                 | .14286     | 1.000 |
|                    |                 | Canada          | .2113                 | .19612     | 1.000 |
|                    |                 | China           | -.4049                | .22460     | 1.000 |
|                    |                 | Netherlands     | .2213                 | .15952     | 1.000 |
|                    |                 | Philippines     | .1059                 | .18494     | 1.000 |
|                    |                 | France          | .4122                 | .17276     | 1.000 |
|                    |                 | Germany         | .2257                 | .17788     | 1.000 |
|                    |                 | India           | -.1277                | .18004     | 1.000 |
|                    |                 | Indonesia       | -.5543                | .22864     | 1.000 |
|                    |                 | Japan           | -.0923                | .15275     | 1.000 |
|                    |                 | Malaysia        | .3021                 | .18925     | 1.000 |
|                    |                 | Mexico          | -.1674                | .19251     | 1.000 |
|                    |                 | Poland          | .2076                 | .18178     | 1.000 |
|                    |                 | Russia          | .3624                 | .20016     | 1.000 |
|                    |                 | Singapore       | .2063                 | .16063     | 1.000 |
|                    |                 | Spain           | .0677                 | .23079     | 1.000 |
| Switzerland        | .3388           | .18178          | 1.000                 |            |       |
| Venezuela          | -.0119          | .18118          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 15 Micro Mgr                | Venezuela       | America         | .4545                 | .13564     | .971  |
|                             |                 | Argentina       | .2799                 | .18657     | 1.000 |
|                             |                 | Australia       | .5796                 | .23412     | 1.000 |
|                             |                 | Brazil          | .1922                 | .15279     | 1.000 |
|                             |                 | GB              | .3126                 | .14817     | 1.000 |
|                             |                 | Canada          | .2231                 | .20002     | 1.000 |
|                             |                 | China           | -.3931                | .22801     | 1.000 |
|                             |                 | Netherlands     | .2332                 | .16429     | 1.000 |
|                             |                 | Philippines     | .1178                 | .18907     | 1.000 |
|                             |                 | France          | .4240                 | .17718     | 1.000 |
|                             |                 | Germany         | .2375                 | .18217     | 1.000 |
|                             |                 | India           | -.1158                | .18428     | 1.000 |
|                             |                 | Indonesia       | -.5424                | .23199     | 1.000 |
|                             |                 | Japan           | -.0804                | .15773     | 1.000 |
|                             |                 | Malaysia        | .3140                 | .19329     | 1.000 |
|                             |                 | Mexico          | -.1556                | .19648     | 1.000 |
|                             |                 | Poland          | .2194                 | .18598     | 1.000 |
|                             |                 | Russia          | .3743                 | .20398     | 1.000 |
|                             |                 | Singapore       | .2182                 | .16537     | 1.000 |
|                             |                 | Spain           | .0796                 | .23412     | 1.000 |
| Switzerland                 | .3507           | .18598          | 1.000                 |            |       |
| Turkey                      | .0119           | .18118          | 1.000                 |            |       |
| 16 Elistist/Individualistic | America         | Argentina       | -.5804                | .12109     | .403  |
|                             |                 | Australia       | -.3198                | .17388     | 1.000 |
|                             |                 | Brazil          | -.7814*               | .07576     | .000  |
|                             |                 | GB              | -.2398                | .06823     | .949  |
|                             |                 | Canada          | .0345                 | .13678     | 1.000 |
|                             |                 | China           | -1.2387*              | .16744     | .000  |
|                             |                 | Netherlands     | -.6471*               | .09260     | .001  |
|                             |                 | Philippines     | -.4920                | .12407     | .829  |
|                             |                 | France          | .0130                 | .10955     | 1.000 |
|                             |                 | Germany         | -.0318                | .11576     | 1.000 |
|                             |                 | India           | -.9294*               | .11832     | .000  |
|                             |                 | Indonesia       | -1.0281*              | .17165     | .032  |
|                             |                 | Japan           | -.7672*               | .08325     | .000  |
|                             |                 | Malaysia        | -.9488*               | .12903     | .000  |
|                             |                 | Mexico          | -.6387                | .13273     | .394  |
|                             |                 | Poland          | -.1595                | .12037     | 1.000 |
|                             |                 | Russia          | -.8001                | .14127     | .077  |
|                             |                 | Singapore       | -.6572*               | .09410     | .001  |
|                             |                 | Spain           | -.4729                | .17388     | .998  |
|                             |                 | Switzerland     | -.2762                | .12037     | 1.000 |
| Turkey                      | -.4110          | .11454          | .936                  |            |       |
| Venezuela                   | -.6872          | .11968          | .063                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Argentina       | America         | .5804                 | .12109     | .403  |
|                             |                 | Australia       | .2607                 | .20738     | 1.000 |
|                             |                 | Brazil          | -.2010                | .13606     | 1.000 |
|                             |                 | GB              | .3406                 | .13202     | .999  |
|                             |                 | Canada          | .6150                 | .17743     | .957  |
|                             |                 | China           | -.6582                | .20201     | .980  |
|                             |                 | Netherlands     | -.0667                | .14611     | 1.000 |
|                             |                 | Philippines     | .0884                 | .16783     | 1.000 |
|                             |                 | France          | .5935                 | .15740     | .893  |
|                             |                 | Germany         | .5487                 | .16178     | .967  |
|                             |                 | India           | -.3490                | .16363     | 1.000 |
|                             |                 | Indonesia       | -.4477                | .20551     | 1.000 |
|                             |                 | Japan           | -.1868                | .14037     | 1.000 |
|                             |                 | Malaysia        | -.3684                | .17153     | 1.000 |
|                             |                 | Mexico          | -.0582                | .17433     | 1.000 |
|                             |                 | Poland          | .4209                 | .16512     | .999  |
|                             |                 | Russia          | -.2196                | .18091     | 1.000 |
|                             |                 | Singapore       | -.0767                | .14706     | 1.000 |
|                             |                 | Spain           | .1075                 | .20738     | 1.000 |
|                             |                 | Switzerland     | .3043                 | .16512     | 1.000 |
| Turkey                      | .1695           | .16092          | 1.000                 |            |       |
| Venezuela                   | -.1068          | .16461          | 1.000                 |            |       |
|                             | Australia       | America         | .3198                 | .17388     | 1.000 |
|                             |                 | Argentina       | -.2607                | .20738     | 1.000 |
|                             |                 | Brazil          | -.4617                | .18462     | 1.000 |
|                             |                 | GB              | .0799                 | .18166     | 1.000 |
|                             |                 | Canada          | .3543                 | .21692     | 1.000 |
|                             |                 | China           | -.9189                | .23745     | .863  |
|                             |                 | Netherlands     | -.3274                | .19215     | 1.000 |
|                             |                 | Philippines     | -.1723                | .20914     | 1.000 |
|                             |                 | France          | .3328                 | .20087     | 1.000 |
|                             |                 | Germany         | .2880                 | .20432     | 1.000 |
|                             |                 | India           | -.6097                | .20578     | .994  |
|                             |                 | Indonesia       | -.7084                | .24043     | .995  |
|                             |                 | Japan           | -.4475                | .18782     | 1.000 |
|                             |                 | Malaysia        | -.6291                | .21212     | .994  |
|                             |                 | Mexico          | -.3189                | .21439     | 1.000 |
|                             |                 | Poland          | .1602                 | .20697     | 1.000 |
|                             |                 | Russia          | -.4803                | .21978     | 1.000 |
|                             |                 | Singapore       | -.3374                | .19287     | 1.000 |
|                             |                 | Spain           | -.1532                | .24203     | 1.000 |
|                             |                 | Switzerland     | .0436                 | .20697     | 1.000 |
| Turkey                      | -.0912          | .20363          | 1.000                 |            |       |
| Venezuela                   | -.3675          | .20656          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Brazil          | America         | .7814*                | .07576     | .000  |
|                             |                 | Argentina       | .2010                 | .13606     | 1.000 |
|                             |                 | Australia       | .4617                 | .18462     | 1.000 |
|                             |                 | GB              | .5416*                | .09223     | .045  |
|                             |                 | Canada          | .8160                 | .15020     | .132  |
|                             |                 | China           | -.4572                | .17857     | .999  |
|                             |                 | Netherlands     | .1343                 | .11148     | 1.000 |
|                             |                 | Philippines     | .2894                 | .13872     | 1.000 |
|                             |                 | France          | .7945*                | .12591     | .012  |
|                             |                 | Germany         | .7497                 | .13134     | .069  |
|                             |                 | India           | -.1480                | .13361     | 1.000 |
|                             |                 | Indonesia       | -.2467                | .18252     | 1.000 |
|                             |                 | Japan           | .0142                 | .10384     | 1.000 |
|                             |                 | Malaysia        | -.1674                | .14318     | 1.000 |
|                             |                 | Mexico          | .1428                 | .14652     | 1.000 |
|                             |                 | Poland          | .6219                 | .13543     | .515  |
|                             |                 | Russia          | -.0186                | .15430     | 1.000 |
|                             |                 | Singapore       | .1243                 | .11272     | 1.000 |
|                             |                 | Spain           | .3085                 | .18462     | 1.000 |
|                             |                 | Switzerland     | .5053                 | .13543     | .904  |
| Turkey                      | .3705           | .13027          | .997                  |            |       |
| Venezuela                   | .0942           | .13481          | 1.000                 |            |       |
|                             | GB              | America         | .2398                 | .06823     | .949  |
|                             |                 | Argentina       | -.3406                | .13202     | .999  |
|                             |                 | Australia       | -.0799                | .18166     | 1.000 |
|                             |                 | Brazil          | -.5416*               | .09223     | .045  |
|                             |                 | Canada          | .2744                 | .14655     | 1.000 |
|                             |                 | China           | -.9989                | .17551     | .072  |
|                             |                 | Netherlands     | -.4073                | .10650     | .877  |
|                             |                 | Philippines     | -.2522                | .13476     | 1.000 |
|                             |                 | France          | .2528                 | .12153     | 1.000 |
|                             |                 | Germany         | .2080                 | .12715     | 1.000 |
|                             |                 | India           | -.6896                | .12949     | .165  |
|                             |                 | Indonesia       | -.7883                | .17953     | .628  |
|                             |                 | Japan           | -.5274                | .09848     | .155  |
|                             |                 | Malaysia        | -.7090                | .13934     | .257  |
|                             |                 | Mexico          | -.3989                | .14277     | .998  |
|                             |                 | Poland          | .0803                 | .13137     | 1.000 |
|                             |                 | Russia          | -.5603                | .15074     | .908  |
|                             |                 | Singapore       | -.4173                | .10780     | .862  |
|                             |                 | Spain           | -.2331                | .18166     | 1.000 |
|                             |                 | Switzerland     | -.0364                | .13137     | 1.000 |
| Turkey                      | -.1711          | .12605          | 1.000                 |            |       |
| Venezuela                   | -.4474          | .13073          | .963                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Canada          | America         | -.0345                | .13678     | 1.000 |
|                             |                 | Argentina       | -.6150                | .17743     | .957  |
|                             |                 | Australia       | -.3543                | .21692     | 1.000 |
|                             |                 | Brazil          | -.8160                | .15020     | .132  |
|                             |                 | GB              | -.2744                | .14655     | 1.000 |
|                             |                 | China           | -1.2732*              | .21180     | .030  |
|                             |                 | Netherlands     | -.6817                | .15936     | .688  |
|                             |                 | Philippines     | -.5266                | .17948     | .995  |
|                             |                 | France          | -.0215                | .16977     | 1.000 |
|                             |                 | Germany         | -.0663                | .17384     | 1.000 |
|                             |                 | India           | -.9640                | .17556     | .116  |
|                             |                 | Indonesia       | -1.0627               | .21514     | .327  |
|                             |                 | Japan           | -.8018                | .15412     | .210  |
|                             |                 | Malaysia        | -.9834                | .18295     | .149  |
|                             |                 | Mexico          | -.6732                | .18557     | .928  |
|                             |                 | Poland          | -.1941                | .17695     | 1.000 |
|                             |                 | Russia          | -.8346                | .19177     | .649  |
|                             |                 | Singapore       | -.6917                | .16024     | .667  |
|                             |                 | Spain           | -.5075                | .21692     | 1.000 |
|                             |                 | Switzerland     | -.3107                | .17695     | 1.000 |
| Turkey                      | -.4455          | .17304          | .999                  |            |       |
| Venezuela                   | -.7218          | .17648          | .778                  |            |       |
|                             | China           | America         | 1.2387*               | .16744     | .000  |
|                             |                 | Argentina       | .6582                 | .20201     | .980  |
|                             |                 | Australia       | .9189                 | .23745     | .863  |
|                             |                 | Brazil          | .4572                 | .17857     | .999  |
|                             |                 | GB              | .9989                 | .17551     | .072  |
|                             |                 | Canada          | 1.2732*               | .21180     | .030  |
|                             |                 | Netherlands     | .5915                 | .18634     | .985  |
|                             |                 | Philippines     | .7467                 | .20382     | .920  |
|                             |                 | France          | 1.2517*               | .19532     | .008  |
|                             |                 | Germany         | 1.2069*               | .19887     | .025  |
|                             |                 | India           | .3092                 | .20037     | 1.000 |
|                             |                 | Indonesia       | .2105                 | .23582     | 1.000 |
|                             |                 | Japan           | .4715                 | .18188     | .999  |
|                             |                 | Malaysia        | .2899                 | .20688     | 1.000 |
|                             |                 | Mexico          | .6000                 | .20920     | .996  |
|                             |                 | Poland          | 1.0792                | .20159     | .156  |
|                             |                 | Russia          | .4386                 | .21472     | 1.000 |
|                             |                 | Singapore       | .5815                 | .18709     | .989  |
|                             |                 | Spain           | .7658                 | .23745     | .982  |
|                             |                 | Switzerland     | .9625                 | .20159     | .414  |
| Turkey                      | .8277           | .19816          | .738                  |            |       |
| Venezuela                   | .5514           | .20117          | .998                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Netherlands     | America         | .6471*                | .09260     | .001  |
|                             |                 | Argentina       | .0667                 | .14611     | 1.000 |
|                             |                 | Australia       | .3274                 | .19215     | 1.000 |
|                             |                 | Brazil          | -.1343                | .11148     | 1.000 |
|                             |                 | GB              | .4073                 | .10650     | .877  |
|                             |                 | Canada          | .6817                 | .15936     | .688  |
|                             |                 | China           | -.5915                | .18634     | .985  |
|                             |                 | Philippines     | .1551                 | .14860     | 1.000 |
|                             |                 | France          | .6602                 | .13671     | .385  |
|                             |                 | Germany         | .6153                 | .14173     | .654  |
|                             |                 | India           | -.2823                | .14383     | 1.000 |
|                             |                 | Indonesia       | -.3810                | .19013     | 1.000 |
|                             |                 | Japan           | -.1201                | .11670     | 1.000 |
|                             |                 | Malaysia        | -.3017                | .15277     | 1.000 |
|                             |                 | Mexico          | .0085                 | .15590     | 1.000 |
|                             |                 | Poland          | .4876                 | .14553     | .971  |
|                             |                 | Russia          | -.1530                | .16323     | 1.000 |
|                             |                 | Singapore       | -.0100                | .12467     | 1.000 |
|                             |                 | Spain           | .1742                 | .19215     | 1.000 |
|                             |                 | Switzerland     | .3710                 | .14553     | .999  |
| Turkey                      | .2362           | .14074          | 1.000                 |            |       |
| Venezuela                   | -.0401          | .14495          | 1.000                 |            |       |
|                             | Philippines     | America         | .4920                 | .12407     | .829  |
|                             |                 | Argentina       | -.0884                | .16783     | 1.000 |
|                             |                 | Australia       | .1723                 | .20914     | 1.000 |
|                             |                 | Brazil          | -.2894                | .13872     | 1.000 |
|                             |                 | GB              | .2522                 | .13476     | 1.000 |
|                             |                 | Canada          | .5266                 | .17948     | .995  |
|                             |                 | China           | -.7467                | .20382     | .920  |
|                             |                 | Netherlands     | -.1551                | .14860     | 1.000 |
|                             |                 | France          | .5050                 | .15971     | .986  |
|                             |                 | Germany         | .4602                 | .16403     | .997  |
|                             |                 | India           | -.4374                | .16585     | .999  |
|                             |                 | Indonesia       | -.5361                | .20729     | .999  |
|                             |                 | Japan           | -.2752                | .14296     | 1.000 |
|                             |                 | Malaysia        | -.4568                | .17365     | .999  |
|                             |                 | Mexico          | -.1467                | .17641     | 1.000 |
|                             |                 | Poland          | .3325                 | .16732     | 1.000 |
|                             |                 | Russia          | -.3081                | .18292     | 1.000 |
|                             |                 | Singapore       | -.1652                | .14953     | 1.000 |
|                             |                 | Spain           | .0191                 | .20914     | 1.000 |
|                             |                 | Switzerland     | .2158                 | .16732     | 1.000 |
| Turkey                      | .0810           | .16317          | 1.000                 |            |       |
| Venezuela                   | -.1952          | .16682          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | France          | America         | -.0130                | .10955     | 1.000 |
|                             |                 | Argentina       | -.5935                | .15740     | .893  |
|                             |                 | Australia       | -.3328                | .20087     | 1.000 |
|                             |                 | Brazil          | -.7945*               | .12591     | .012  |
|                             |                 | GB              | -.2528                | .12153     | 1.000 |
|                             |                 | Canada          | .0215                 | .16977     | 1.000 |
|                             |                 | China           | -1.2517*              | .19532     | .008  |
|                             |                 | Netherlands     | -.6602                | .13671     | .385  |
|                             |                 | Philippines     | -.5050                | .15971     | .986  |
|                             |                 | Germany         | -.0448                | .15334     | 1.000 |
|                             |                 | India           | -.9425*               | .15529     | .025  |
|                             |                 | Indonesia       | -1.0412               | .19894     | .198  |
|                             |                 | Japan           | -.7802*               | .13056     | .033  |
|                             |                 | Malaysia        | -.9618*               | .16360     | .044  |
|                             |                 | Mexico          | -.6517                | .16652     | .848  |
|                             |                 | Poland          | -.1725                | .15686     | 1.000 |
|                             |                 | Russia          | -.8131                | .17341     | .461  |
|                             |                 | Singapore       | -.6702                | .13773     | .365  |
|                             |                 | Spain           | -.4859                | .20087     | 1.000 |
|                             |                 | Switzerland     | -.2892                | .15686     | 1.000 |
| Turkey                      | -.4240          | .15243          | .998                  |            |       |
| Venezuela                   | -.7003          | .15632          | .579                  |            |       |
|                             | Germany         | America         | .0318                 | .11576     | 1.000 |
|                             |                 | Argentina       | -.5487                | .16178     | .967  |
|                             |                 | Australia       | -.2880                | .20432     | 1.000 |
|                             |                 | Brazil          | -.7497                | .13134     | .069  |
|                             |                 | GB              | -.2080                | .12715     | 1.000 |
|                             |                 | Canada          | .0663                 | .17384     | 1.000 |
|                             |                 | China           | -1.2069*              | .19887     | .025  |
|                             |                 | Netherlands     | -.6153                | .14173     | .654  |
|                             |                 | Philippines     | -.4602                | .16403     | .997  |
|                             |                 | France          | .0448                 | .15334     | 1.000 |
|                             |                 | India           | -.8977                | .15973     | .086  |
|                             |                 | Indonesia       | -.9964                | .20242     | .336  |
|                             |                 | Japan           | -.7354                | .13581     | .137  |
|                             |                 | Malaysia        | -.9170                | .16782     | .123  |
|                             |                 | Mexico          | -.6069                | .17067     | .942  |
|                             |                 | Poland          | -.1277                | .16125     | 1.000 |
|                             |                 | Russia          | -.7683                | .17739     | .660  |
|                             |                 | Singapore       | -.6254                | .14271     | .633  |
|                             |                 | Spain           | -.4411                | .20432     | 1.000 |
|                             |                 | Switzerland     | -.2444                | .16125     | 1.000 |
| Turkey                      | -.3792          | .15695          | 1.000                 |            |       |
| Venezuela                   | -.6555          | .16073          | .783                  |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | India           | America         | .9294*                | .11832     | .000  |
|                             |                 | Argentina       | .3490                 | .16363     | 1.000 |
|                             |                 | Australia       | .6097                 | .20578     | .994  |
|                             |                 | Brazil          | .1480                 | .13361     | 1.000 |
|                             |                 | GB              | .6896                 | .12949     | .165  |
|                             |                 | Canada          | .9640                 | .17556     | .116  |
|                             |                 | China           | -.3092                | .20037     | 1.000 |
|                             |                 | Netherlands     | .2823                 | .14383     | 1.000 |
|                             |                 | Philippines     | .4374                 | .16585     | .999  |
|                             |                 | France          | .9425*                | .15529     | .025  |
|                             |                 | Germany         | .8977                 | .15973     | .086  |
|                             |                 | Indonesia       | -.0987                | .20390     | 1.000 |
|                             |                 | Japan           | .1622                 | .13800     | 1.000 |
|                             |                 | Malaysia        | -.0194                | .16959     | 1.000 |
|                             |                 | Mexico          | .2908                 | .17242     | 1.000 |
|                             |                 | Poland          | .7699                 | .16310     | .444  |
|                             |                 | Russia          | .1294                 | .17908     | 1.000 |
|                             |                 | Singapore       | .2723                 | .14480     | 1.000 |
|                             |                 | Spain           | .4565                 | .20578     | 1.000 |
|                             |                 | Switzerland     | .6533                 | .16310     | .813  |
| Turkey                      | .5185           | .15885          | .979                  |            |       |
| Venezuela                   | .2422           | .16259          | 1.000                 |            |       |
|                             | Indonesia       | America         | 1.0281*               | .17165     | .032  |
|                             |                 | Argentina       | .4477                 | .20551     | 1.000 |
|                             |                 | Australia       | .7084                 | .24043     | .995  |
|                             |                 | Brazil          | .2467                 | .18252     | 1.000 |
|                             |                 | GB              | .7883                 | .17953     | .628  |
|                             |                 | Canada          | 1.0627                | .21514     | .327  |
|                             |                 | China           | -.2105                | .23582     | 1.000 |
|                             |                 | Netherlands     | .3810                 | .19013     | 1.000 |
|                             |                 | Philippines     | .5361                 | .20729     | .999  |
|                             |                 | France          | 1.0412                | .19894     | .198  |
|                             |                 | Germany         | .9964                 | .20242     | .336  |
|                             |                 | India           | .0987                 | .20390     | 1.000 |
|                             |                 | Japan           | .2609                 | .18576     | 1.000 |
|                             |                 | Malaysia        | .0793                 | .21029     | 1.000 |
|                             |                 | Mexico          | .3895                 | .21258     | 1.000 |
|                             |                 | Poland          | .8686                 | .20510     | .709  |
|                             |                 | Russia          | .2281                 | .21801     | 1.000 |
|                             |                 | Singapore       | .3710                 | .19086     | 1.000 |
|                             |                 | Spain           | .5552                 | .24043     | 1.000 |
|                             |                 | Switzerland     | .7520                 | .20510     | .920  |
| Turkey                      | .6172           | .20173          | .991                  |            |       |
| Venezuela                   | .3409           | .20469          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Japan           | America         | .7672*                | .08325     | .000  |
|                             |                 | Argentina       | .1868                 | .14037     | 1.000 |
|                             |                 | Australia       | .4475                 | .18782     | 1.000 |
|                             |                 | Brazil          | -.0142                | .10384     | 1.000 |
|                             |                 | GB              | .5274                 | .09848     | .155  |
|                             |                 | Canada          | .8018                 | .15412     | .210  |
|                             |                 | China           | -.4715                | .18188     | .999  |
|                             |                 | Netherlands     | .1201                 | .11670     | 1.000 |
|                             |                 | Philippines     | .2752                 | .14296     | 1.000 |
|                             |                 | France          | .7802*                | .13056     | .033  |
|                             |                 | Germany         | .7354                 | .13581     | .137  |
|                             |                 | India           | -.1622                | .13800     | 1.000 |
|                             |                 | Indonesia       | -.2609                | .18576     | 1.000 |
|                             |                 | Malaysia        | -.1816                | .14729     | 1.000 |
|                             |                 | Mexico          | .1285                 | .15053     | 1.000 |
|                             |                 | Poland          | .6077                 | .13976     | .651  |
|                             |                 | Russia          | -.0329                | .15811     | 1.000 |
|                             |                 | Singapore       | .1101                 | .11789     | 1.000 |
|                             |                 | Spain           | .2943                 | .18782     | 1.000 |
|                             |                 | Switzerland     | .4910                 | .13976     | .950  |
| Turkey                      | .3563           | .13477          | .999                  |            |       |
| Venezuela                   | .0800           | .13916          | 1.000                 |            |       |
|                             | Malaysia        | America         | .9488*                | .12903     | .000  |
|                             |                 | Argentina       | .3684                 | .17153     | 1.000 |
|                             |                 | Australia       | .6291                 | .21212     | .994  |
|                             |                 | Brazil          | .1674                 | .14318     | 1.000 |
|                             |                 | GB              | .7090                 | .13934     | .257  |
|                             |                 | Canada          | .9834                 | .18295     | .149  |
|                             |                 | China           | -.2899                | .20688     | 1.000 |
|                             |                 | Netherlands     | .3017                 | .15277     | 1.000 |
|                             |                 | Philippines     | .4568                 | .17365     | .999  |
|                             |                 | France          | .9618*                | .16360     | .044  |
|                             |                 | Germany         | .9170                 | .16782     | .123  |
|                             |                 | India           | .0194                 | .16959     | 1.000 |
|                             |                 | Indonesia       | -.0793                | .21029     | 1.000 |
|                             |                 | Japan           | .1816                 | .14729     | 1.000 |
|                             |                 | Mexico          | .3101                 | .17994     | 1.000 |
|                             |                 | Poland          | .7893                 | .17103     | .503  |
|                             |                 | Russia          | .1487                 | .18633     | 1.000 |
|                             |                 | Singapore       | .2917                 | .15367     | 1.000 |
|                             |                 | Spain           | .4759                 | .21212     | 1.000 |
|                             |                 | Switzerland     | .6726                 | .17103     | .841  |
| Turkey                      | .5379           | .16698          | .982                  |            |       |
| Venezuela                   | .2616           | .17054          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Mexico          | America         | .6387                 | .13273     | .394  |
|                             |                 | Argentina       | .0582                 | .17433     | 1.000 |
|                             |                 | Australia       | .3189                 | .21439     | 1.000 |
|                             |                 | Brazil          | -.1428                | .14652     | 1.000 |
|                             |                 | GB              | .3989                 | .14277     | .998  |
|                             |                 | Canada          | .6732                 | .18557     | .928  |
|                             |                 | China           | -.6000                | .20920     | .996  |
|                             |                 | Netherlands     | -.0085                | .15590     | 1.000 |
|                             |                 | Philippines     | .1467                 | .17641     | 1.000 |
|                             |                 | France          | .6517                 | .16652     | .848  |
|                             |                 | Germany         | .6069                 | .17067     | .942  |
|                             |                 | India           | -.2908                | .17242     | 1.000 |
|                             |                 | Indonesia       | -.3895                | .21258     | 1.000 |
|                             |                 | Japan           | -.1285                | .15053     | 1.000 |
|                             |                 | Malaysia        | -.3101                | .17994     | 1.000 |
|                             |                 | Poland          | .4792                 | .17383     | .998  |
|                             |                 | Russia          | -.1614                | .18890     | 1.000 |
|                             |                 | Singapore       | -.0185                | .15679     | 1.000 |
|                             |                 | Spain           | .1658                 | .21439     | 1.000 |
|                             |                 | Switzerland     | .3625                 | .17383     | 1.000 |
| Turkey                      | .2277           | .16985          | 1.000                 |            |       |
| Venezuela                   | -.0486          | .17335          | 1.000                 |            |       |
|                             | Poland          | America         | .1595                 | .12037     | 1.000 |
|                             |                 | Argentina       | -.4209                | .16512     | .999  |
|                             |                 | Australia       | -.1602                | .20697     | 1.000 |
|                             |                 | Brazil          | -.6219                | .13543     | .515  |
|                             |                 | GB              | -.0803                | .13137     | 1.000 |
|                             |                 | Canada          | .1941                 | .17695     | 1.000 |
|                             |                 | China           | -1.0792               | .20159     | .156  |
|                             |                 | Netherlands     | -.4876                | .14553     | .971  |
|                             |                 | Philippines     | -.3325                | .16732     | 1.000 |
|                             |                 | France          | .1725                 | .15686     | 1.000 |
|                             |                 | Germany         | .1277                 | .16125     | 1.000 |
|                             |                 | India           | -.7699                | .16310     | .444  |
|                             |                 | Indonesia       | -.8686                | .20510     | .709  |
|                             |                 | Japan           | -.6077                | .13976     | .651  |
|                             |                 | Malaysia        | -.7893                | .17103     | .503  |
|                             |                 | Mexico          | -.4792                | .17383     | .998  |
|                             |                 | Russia          | -.6406                | .18044     | .943  |
|                             |                 | Singapore       | -.4977                | .14648     | .966  |
|                             |                 | Spain           | -.3134                | .20697     | 1.000 |
|                             |                 | Switzerland     | -.1167                | .16460     | 1.000 |
| Turkey                      | -.2515          | .16038          | 1.000                 |            |       |
| Venezuela                   | -.5277          | .16409          | .983                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Russia          | America         | .8001                 | .14127     | .077  |
|                             |                 | Argentina       | .2196                 | .18091     | 1.000 |
|                             |                 | Australia       | .4803                 | .21978     | 1.000 |
|                             |                 | Brazil          | .0186                 | .15430     | 1.000 |
|                             |                 | GB              | .5603                 | .15074     | .908  |
|                             |                 | Canada          | .8346                 | .19177     | .649  |
|                             |                 | China           | -.4386                | .21472     | 1.000 |
|                             |                 | Netherlands     | .1530                 | .16323     | 1.000 |
|                             |                 | Philippines     | .3081                 | .18292     | 1.000 |
|                             |                 | France          | .8131                 | .17341     | .461  |
|                             |                 | Germany         | .7683                 | .17739     | .660  |
|                             |                 | India           | -.1294                | .17908     | 1.000 |
|                             |                 | Indonesia       | -.2281                | .21801     | 1.000 |
|                             |                 | Japan           | .0329                 | .15811     | 1.000 |
|                             |                 | Malaysia        | -.1487                | .18633     | 1.000 |
|                             |                 | Mexico          | .1614                 | .18890     | 1.000 |
|                             |                 | Poland          | .6406                 | .18044     | .943  |
|                             |                 | Singapore       | .1429                 | .16408     | 1.000 |
|                             |                 | Spain           | .3272                 | .21978     | 1.000 |
|                             |                 | Switzerland     | .5239                 | .18044     | .996  |
| Turkey                      | .3891           | .17660          | 1.000                 |            |       |
| Venezuela                   | .1128           | .17998          | 1.000                 |            |       |
|                             | Singapore       | America         | .6572*                | .09410     | .001  |
|                             |                 | Argentina       | .0767                 | .14706     | 1.000 |
|                             |                 | Australia       | .3374                 | .19287     | 1.000 |
|                             |                 | Brazil          | -.1243                | .11272     | 1.000 |
|                             |                 | GB              | .4173                 | .10780     | .862  |
|                             |                 | Canada          | .6917                 | .16024     | .667  |
|                             |                 | China           | -.5815                | .18709     | .989  |
|                             |                 | Netherlands     | .0100                 | .12467     | 1.000 |
|                             |                 | Philippines     | .1652                 | .14953     | 1.000 |
|                             |                 | France          | .6702                 | .13773     | .365  |
|                             |                 | Germany         | .6254                 | .14271     | .633  |
|                             |                 | India           | -.2723                | .14480     | 1.000 |
|                             |                 | Indonesia       | -.3710                | .19086     | 1.000 |
|                             |                 | Japan           | -.1101                | .11789     | 1.000 |
|                             |                 | Malaysia        | -.2917                | .15367     | 1.000 |
|                             |                 | Mexico          | .0185                 | .15679     | 1.000 |
|                             |                 | Poland          | .4977                 | .14648     | .966  |
|                             |                 | Russia          | -.1429                | .16408     | 1.000 |
|                             |                 | Spain           | .1843                 | .19287     | 1.000 |
|                             |                 | Switzerland     | .3810                 | .14648     | .999  |
| Turkey                      | .2462           | .14173          | 1.000                 |            |       |
| Venezuela                   | -.0301          | .14591          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Spain           | America         | .4729                 | .17388     | .998  |
|                             |                 | Argentina       | -.1075                | .20738     | 1.000 |
|                             |                 | Australia       | .1532                 | .24203     | 1.000 |
|                             |                 | Brazil          | -.3085                | .18462     | 1.000 |
|                             |                 | GB              | .2331                 | .18166     | 1.000 |
|                             |                 | Canada          | .5075                 | .21692     | 1.000 |
|                             |                 | China           | -.7658                | .23745     | .982  |
|                             |                 | Netherlands     | -.1742                | .19215     | 1.000 |
|                             |                 | Philippines     | -.0191                | .20914     | 1.000 |
|                             |                 | France          | .4859                 | .20087     | 1.000 |
|                             |                 | Germany         | .4411                 | .20432     | 1.000 |
|                             |                 | India           | -.4565                | .20578     | 1.000 |
|                             |                 | Indonesia       | -.5552                | .24043     | 1.000 |
|                             |                 | Japan           | -.2943                | .18782     | 1.000 |
|                             |                 | Malaysia        | -.4759                | .21212     | 1.000 |
|                             |                 | Mexico          | -.1658                | .21439     | 1.000 |
|                             |                 | Poland          | .3134                 | .20697     | 1.000 |
|                             |                 | Russia          | -.3272                | .21978     | 1.000 |
|                             |                 | Singapore       | -.1843                | .19287     | 1.000 |
|                             |                 | Switzerland     | .1967                 | .20697     | 1.000 |
| Turkey                      | .0619           | .20363          | 1.000                 |            |       |
| Venezuela                   | -.2143          | .20656          | 1.000                 |            |       |
|                             | Switzerland     | America         | .2762                 | .12037     | 1.000 |
|                             |                 | Argentina       | -.3043                | .16512     | 1.000 |
|                             |                 | Australia       | -.0436                | .20697     | 1.000 |
|                             |                 | Brazil          | -.5053                | .13543     | .904  |
|                             |                 | GB              | .0364                 | .13137     | 1.000 |
|                             |                 | Canada          | .3107                 | .17695     | 1.000 |
|                             |                 | China           | -.9625                | .20159     | .414  |
|                             |                 | Netherlands     | -.3710                | .14553     | .999  |
|                             |                 | Philippines     | -.2158                | .16732     | 1.000 |
|                             |                 | France          | .2892                 | .15686     | 1.000 |
|                             |                 | Germany         | .2444                 | .16125     | 1.000 |
|                             |                 | India           | -.6533                | .16310     | .813  |
|                             |                 | Indonesia       | -.7520                | .20510     | .920  |
|                             |                 | Japan           | -.4910                | .13976     | .950  |
|                             |                 | Malaysia        | -.6726                | .17103     | .841  |
|                             |                 | Mexico          | -.3625                | .17383     | 1.000 |
|                             |                 | Poland          | .1167                 | .16460     | 1.000 |
|                             |                 | Russia          | -.5239                | .18044     | .996  |
|                             |                 | Singapore       | -.3810                | .14648     | .999  |
|                             |                 | Spain           | -.1967                | .20697     | 1.000 |
| Turkey                      | -.1348          | .16038          | 1.000                 |            |       |
| Venezuela                   | -.4111          | .16409          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|-----------------------------|-----------------|-----------------|-----------------------|------------|-------|
| 16 Elistist/Individualistic | Turkey          | America         | .4110                 | .11454     | .936  |
|                             |                 | Argentina       | -.1695                | .16092     | 1.000 |
|                             |                 | Australia       | .0912                 | .20363     | 1.000 |
|                             |                 | Brazil          | -.3705                | .13027     | .997  |
|                             |                 | GB              | .1711                 | .12605     | 1.000 |
|                             |                 | Canada          | .4455                 | .17304     | .999  |
|                             |                 | China           | -.8277                | .19816     | .738  |
|                             |                 | Netherlands     | -.2362                | .14074     | 1.000 |
|                             |                 | Philippines     | -.0810                | .16317     | 1.000 |
|                             |                 | France          | .4240                 | .15243     | .998  |
|                             |                 | Germany         | .3792                 | .15695     | 1.000 |
|                             |                 | India           | -.5185                | .15885     | .979  |
|                             |                 | Indonesia       | -.6172                | .20173     | .991  |
|                             |                 | Japan           | -.3563                | .13477     | .999  |
|                             |                 | Malaysia        | -.5379                | .16698     | .982  |
|                             |                 | Mexico          | -.2277                | .16985     | 1.000 |
|                             |                 | Poland          | .2515                 | .16038     | 1.000 |
|                             |                 | Russia          | -.3891                | .17660     | 1.000 |
|                             |                 | Singapore       | -.2462                | .14173     | 1.000 |
|                             |                 | Spain           | -.0619                | .20363     | 1.000 |
| Switzerland                 | .1348           | .16038          | 1.000                 |            |       |
| Venezuela                   | -.2763          | .15986          | 1.000                 |            |       |
|                             | Venezuela       | America         | .6872                 | .11968     | .063  |
|                             |                 | Argentina       | .1068                 | .16461     | 1.000 |
|                             |                 | Australia       | .3675                 | .20656     | 1.000 |
|                             |                 | Brazil          | -.0942                | .13481     | 1.000 |
|                             |                 | GB              | .4474                 | .13073     | .963  |
|                             |                 | Canada          | .7218                 | .17648     | .778  |
|                             |                 | China           | -.5514                | .20117     | .998  |
|                             |                 | Netherlands     | .0401                 | .14495     | 1.000 |
|                             |                 | Philippines     | .1952                 | .16682     | 1.000 |
|                             |                 | France          | .7003                 | .15632     | .579  |
|                             |                 | Germany         | .6555                 | .16073     | .783  |
|                             |                 | India           | -.2422                | .16259     | 1.000 |
|                             |                 | Indonesia       | -.3409                | .20469     | 1.000 |
|                             |                 | Japan           | -.0800                | .13916     | 1.000 |
|                             |                 | Malaysia        | -.2616                | .17054     | 1.000 |
|                             |                 | Mexico          | .0486                 | .17335     | 1.000 |
|                             |                 | Poland          | .5277                 | .16409     | .983  |
|                             |                 | Russia          | -.1128                | .17998     | 1.000 |
|                             |                 | Singapore       | .0301                 | .14591     | 1.000 |
|                             |                 | Spain           | .2143                 | .20656     | 1.000 |
| Switzerland                 | .4111           | .16409          | 1.000                 |            |       |
| Turkey                      | .2763           | .15986          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 17 Socially aware  | America         | Argentina       | -.7504                | .15616     | .397  |
|                    |                 | Australia       | -.1414                | .22424     | 1.000 |
|                    |                 | Brazil          | -1.2631*              | .09770     | .000  |
|                    |                 | GB              | .2506                 | .08799     | .997  |
|                    |                 | Canada          | .4664                 | .17640     | .999  |
|                    |                 | China           | -1.1506               | .21594     | .164  |
|                    |                 | Netherlands     | -.4708                | .11943     | .837  |
|                    |                 | Philippines     | -.0164                | .16001     | 1.000 |
|                    |                 | France          | -.4365                | .14129     | .990  |
|                    |                 | Germany         | -.4067                | .14929     | .998  |
|                    |                 | India           | -.1787                | .15260     | 1.000 |
|                    |                 | Indonesia       | -.8289                | .22136     | .900  |
|                    |                 | Japan           | .4662                 | .10737     | .654  |
|                    |                 | Malaysia        | -.1471                | .16641     | 1.000 |
|                    |                 | Mexico          | -.7477                | .17117     | .640  |
|                    |                 | Poland          | -.2068                | .15524     | 1.000 |
|                    |                 | Russia          | -.9736                | .18218     | .159  |
|                    |                 | Singapore       | .1493                 | .12135     | 1.000 |
|                    |                 | Spain           | -.9117                | .22424     | .788  |
|                    |                 | Switzerland     | -.1568                | .15524     | 1.000 |
| Turkey             | -1.0889*        | .14772          | .000                  |            |       |
| Venezuela          | -.9236*         | .15434          | .033                  |            |       |
|                    | Argentina       | America         | .7504                 | .15616     | .397  |
|                    |                 | Australia       | .6090                 | .26745     | 1.000 |
|                    |                 | Brazil          | -.5127                | .17547     | .995  |
|                    |                 | GB              | 1.0010*               | .17026     | .044  |
|                    |                 | Canada          | 1.2168                | .22883     | .168  |
|                    |                 | China           | -.4002                | .26053     | 1.000 |
|                    |                 | Netherlands     | .2796                 | .18844     | 1.000 |
|                    |                 | Philippines     | .7340                 | .21644     | .967  |
|                    |                 | France          | .3139                 | .20299     | 1.000 |
|                    |                 | Germany         | .3437                 | .20864     | 1.000 |
|                    |                 | India           | .5717                 | .21102     | .999  |
|                    |                 | Indonesia       | -.0784                | .26504     | 1.000 |
|                    |                 | Japan           | 1.2166*               | .18103     | .003  |
|                    |                 | Malaysia        | .6033                 | .22122     | .998  |
|                    |                 | Mexico          | .0027                 | .22482     | 1.000 |
|                    |                 | Poland          | .5436                 | .21294     | .999  |
|                    |                 | Russia          | -.2232                | .23331     | 1.000 |
|                    |                 | Singapore       | .8998                 | .18966     | .431  |
|                    |                 | Spain           | -.1613                | .26745     | 1.000 |
|                    |                 | Switzerland     | .5936                 | .21294     | .998  |
| Turkey             | -.3385          | .20752          | 1.000                 |            |       |
| Venezuela          | -.1732          | .21229          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | Australia       | America         | .1414                 | .22424     | 1.000  |       |
|                    |                 | Argentina       | -.6090                | .26745     | 1.000  |       |
|                    |                 | Brazil          | -1.1216               | .23809     | .449   |       |
|                    |                 | GB              | .3921                 | .23428     | 1.000  |       |
|                    |                 | Canada          | .6079                 | .27975     | 1.000  |       |
|                    |                 | China           | -1.0091               | .30622     | .976   |       |
|                    |                 | Netherlands     | -.3294                | .24780     | 1.000  |       |
|                    |                 | Philippines     | .1250                 | .26971     | 1.000  |       |
|                    |                 | France          | -.2951                | .25905     | 1.000  |       |
|                    |                 | Germany         | -.2653                | .26350     | 1.000  |       |
|                    |                 | India           | -.0373                | .26538     | 1.000  |       |
|                    |                 | Indonesia       | -.6874                | .31007     | 1.000  |       |
|                    |                 | Japan           | .6077                 | .24222     | 1.000  |       |
|                    |                 | Malaysia        | -.0057                | .27356     | 1.000  |       |
|                    |                 | Mexico          | -.6062                | .27648     | 1.000  |       |
|                    |                 | Poland          | -.0654                | .26691     | 1.000  |       |
|                    |                 | Russia          | -.8321                | .28343     | .995   |       |
|                    |                 | Singapore       | .2908                 | .24874     | 1.000  |       |
|                    |                 | Spain           | -.7703                | .31213     | 1.000  |       |
|                    | Switzerland     | -.0154          | .26691                | 1.000      |        |       |
|                    | Turkey          | -.9475          | .26261                | .932       |        |       |
|                    | Venezuela       | -.7821          | .26639                | .995       |        |       |
|                    |                 | Brazil          | America               | 1.2631*    | .09770 | .000  |
|                    |                 |                 | Argentina             | .5127      | .17547 | .995  |
|                    |                 |                 | Australia             | 1.1216     | .23809 | .449  |
|                    |                 |                 | GB                    | 1.5137*    | .11894 | .000  |
|                    |                 |                 | Canada                | 1.7295*    | .19371 | .000  |
|                    |                 |                 | China                 | .1125      | .23029 | 1.000 |
|                    |                 |                 | Netherlands           | .7923      | .14376 | .111  |
|                    | Philippines     |                 | 1.2467*               | .17891     | .001   |       |
|                    | France          |                 | .8265                 | .16238     | .257   |       |
|                    | Germany         |                 | .8563                 | .16939     | .272   |       |
|                    | India           | 1.0843*         | .17231                | .012       |        |       |
|                    | Indonesia       | .4342           | .23539                | 1.000      |        |       |
|                    | Japan           | 1.7293*         | .13391                | .000       |        |       |
|                    | Malaysia        | 1.1159*         | .18465                | .027       |        |       |
|                    | Mexico          | .5154           | .18896                | .998       |        |       |
|                    | Poland          | 1.0563*         | .17466                | .027       |        |       |
|                    | Russia          | .2895           | .19899                | 1.000      |        |       |
|                    | Singapore       | 1.4124*         | .14537                | .000       |        |       |
|                    | Spain           | .3514           | .23809                | 1.000      |        |       |
|                    | Switzerland     | 1.1063*         | .17466                | .011       |        |       |
|                    | Turkey          | .1742           | .16801                | 1.000      |        |       |
|                    | Venezuela       | .3395           | .17386                | 1.000      |        |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 17 Socially aware  | GB              | America         | -.2506                | .08799     | .997  |
|                    |                 | Argentina       | -1.0010*              | .17026     | .044  |
|                    |                 | Australia       | -.3921                | .23428     | 1.000 |
|                    |                 | Brazil          | -1.5137*              | .11894     | .000  |
|                    |                 | Canada          | .2158                 | .18900     | 1.000 |
|                    |                 | China           | -1.4012*              | .22635     | .017  |
|                    |                 | Netherlands     | -.7214                | .13735     | .191  |
|                    |                 | Philippines     | -.2670                | .17379     | 1.000 |
|                    |                 | France          | -.6872                | .15673     | .631  |
|                    |                 | Germany         | -.6574                | .16398     | .812  |
|                    |                 | India           | -.4294                | .16700     | .999  |
|                    |                 | Indonesia       | -1.0795               | .23153     | .476  |
|                    |                 | Japan           | .2156                 | .12701     | 1.000 |
|                    |                 | Malaysia        | -.3978                | .17971     | 1.000 |
|                    |                 | Mexico          | -.9983                | .18412     | .135  |
|                    |                 | Poland          | -.4574                | .16942     | .999  |
|                    |                 | Russia          | -1.2242*              | .19441     | .012  |
|                    |                 | Singapore       | -.1013                | .13903     | 1.000 |
|                    |                 | Spain           | -1.1623               | .23428     | .317  |
|                    |                 | Switzerland     | -.4074                | .16942     | 1.000 |
| Turkey             | -1.3395*        | .16255          | .000                  |            |       |
| Venezuela          | -1.1742*        | .16859          | .001                  |            |       |
|                    | Canada          | America         | -.4664                | .17640     | .999  |
|                    |                 | Argentina       | -1.2168               | .22883     | .168  |
|                    |                 | Australia       | -.6079                | .27975     | 1.000 |
|                    |                 | Brazil          | -1.7295*              | .19371     | .000  |
|                    |                 | GB              | -.2158                | .18900     | 1.000 |
|                    |                 | China           | -1.6170*              | .27314     | .039  |
|                    |                 | Netherlands     | -.9373                | .20552     | .534  |
|                    |                 | Philippines     | -.4828                | .23147     | 1.000 |
|                    |                 | France          | -.9030                | .21895     | .762  |
|                    |                 | Germany         | -.8732                | .22420     | .854  |
|                    |                 | India           | -.6452                | .22641     | .997  |
|                    |                 | Indonesia       | -1.2953               | .27745     | .473  |
|                    |                 | Japan           | -.0002                | .19876     | 1.000 |
|                    |                 | Malaysia        | -.6136                | .23594     | .999  |
|                    |                 | Mexico          | -1.2141               | .23932     | .264  |
|                    |                 | Poland          | -.6733                | .22820     | .995  |
|                    |                 | Russia          | -1.4400               | .24732     | .051  |
|                    |                 | Singapore       | -.3171                | .20665     | 1.000 |
|                    |                 | Spain           | -1.3782               | .27975     | .334  |
|                    |                 | Switzerland     | -.6233                | .22820     | .998  |
| Turkey             | -1.5554*        | .22316          | .001                  |            |       |
| Venezuela          | -1.3900*        | .22759          | .022                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | China           | America         | 1.1506                | .21594     | .164   |       |
|                    |                 | Argentina       | .4002                 | .26053     | 1.000  |       |
|                    |                 | Australia       | 1.0091                | .30622     | .976   |       |
|                    |                 | Brazil          | -.1125                | .23029     | 1.000  |       |
|                    |                 | GB              | 1.4012*               | .22635     | .017   |       |
|                    |                 | Canada          | 1.6170*               | .27314     | .039   |       |
|                    |                 | Netherlands     | .6798                 | .24032     | .997   |       |
|                    |                 | Philippines     | 1.1342                | .26285     | .669   |       |
|                    |                 | France          | .7140                 | .25190     | .997   |       |
|                    |                 | Germany         | .7438                 | .25647     | .996   |       |
|                    |                 | India           | .9718                 | .25841     | .896   |       |
|                    |                 | Indonesia       | .3217                 | .30412     | 1.000  |       |
|                    |                 | Japan           | 1.6168*               | .23456     | .001   |       |
|                    |                 | Malaysia        | 1.0034                | .26680     | .896   |       |
|                    |                 | Mexico          | .4029                 | .26979     | 1.000  |       |
|                    |                 | Poland          | .9438                 | .25998     | .928   |       |
|                    |                 | Russia          | .1770                 | .27691     | 1.000  |       |
|                    |                 | Singapore       | 1.2999                | .24128     | .145   |       |
|                    |                 | Spain           | .2389                 | .30622     | 1.000  |       |
|                    |                 | Switzerland     | .9938                 | .25998     | .878   |       |
|                    | Turkey          | .0617           | .25556                | 1.000      |        |       |
|                    | Venezuela       | .2270           | .25944                | 1.000      |        |       |
|                    |                 | Netherlands     | America               | .4708      | .11943 | .837  |
|                    |                 |                 | Argentina             | -.2796     | .18844 | 1.000 |
|                    |                 |                 | Australia             | .3294      | .24780 | 1.000 |
|                    |                 |                 | Brazil                | -.7923     | .14376 | .111  |
|                    |                 |                 | GB                    | .7214      | .13735 | .191  |
|                    |                 |                 | Canada                | .9373      | .20552 | .534  |
|                    |                 |                 | China                 | -.6798     | .24032 | .997  |
|                    |                 |                 | Philippines           | .4544      | .19164 | 1.000 |
|                    |                 |                 | France                | .0343      | .17631 | 1.000 |
|                    |                 |                 | Germany               | .0641      | .18278 | 1.000 |
|                    |                 |                 | India                 | .2921      | .18549 | 1.000 |
|                    | Indonesia       |                 | -.3580                | .24520     | 1.000  |       |
|                    | Japan           |                 | .9370*                | .15050     | .015   |       |
|                    | Malaysia        | .3237           | .19701                | 1.000      |        |       |
|                    | Mexico          | -.2769          | .20105                | 1.000      |        |       |
|                    | Poland          | .2640           | .18768                | 1.000      |        |       |
|                    | Russia          | -.5028          | .21051                | 1.000      |        |       |
|                    | Singapore       | .6202           | .16078                | .867       |        |       |
|                    | Spain           | -.4409          | .24780                | 1.000      |        |       |
|                    | Switzerland     | .3140           | .18768                | 1.000      |        |       |
|                    | Turkey          | -.6181          | .18151                | .965       |        |       |
|                    | Venezuela       | -.4527          | .18693                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | Philippines     | America         | .0164                 | .16001     | 1.000  |       |
|                    |                 | Argentina       | -.7340                | .21644     | .967   |       |
|                    |                 | Australia       | -.1250                | .26971     | 1.000  |       |
|                    |                 | Brazil          | -1.2467*              | .17891     | .001   |       |
|                    |                 | GB              | .2670                 | .17379     | 1.000  |       |
|                    |                 | Canada          | .4828                 | .23147     | 1.000  |       |
|                    |                 | China           | -1.1342               | .26285     | .669   |       |
|                    |                 | Netherlands     | -.4544                | .19164     | 1.000  |       |
|                    |                 | France          | -.4201                | .20597     | 1.000  |       |
|                    |                 | Germany         | -.3903                | .21154     | 1.000  |       |
|                    |                 | India           | -.1623                | .21389     | 1.000  |       |
|                    |                 | Indonesia       | -.8125                | .26733     | .992   |       |
|                    |                 | Japan           | .4826                 | .18436     | .999   |       |
|                    |                 | Malaysia        | -.1307                | .22395     | 1.000  |       |
|                    |                 | Mexico          | -.7313                | .22751     | .983   |       |
|                    |                 | Poland          | -.1904                | .21578     | 1.000  |       |
|                    |                 | Russia          | -.9572                | .23591     | .792   |       |
|                    |                 | Singapore       | .1657                 | .19284     | 1.000  |       |
|                    |                 | Spain           | -.8953                | .26971     | .974   |       |
|                    |                 | Switzerland     | -.1404                | .21578     | 1.000  |       |
|                    | Turkey          | -1.0725         | .21044                | .254       |        |       |
|                    | Venezuela       | -.9072          | .21514                | .719       |        |       |
|                    |                 | France          | America               | .4365      | .14129 | .990  |
|                    |                 |                 | Argentina             | -.3139     | .20299 | 1.000 |
|                    |                 |                 | Australia             | .2951      | .25905 | 1.000 |
|                    |                 |                 | Brazil                | -.8265     | .16238 | .257  |
|                    |                 |                 | GB                    | .6872      | .15673 | .631  |
|                    |                 |                 | Canada                | .9030      | .21895 | .762  |
|                    |                 |                 | China                 | -.7140     | .25190 | .997  |
|                    |                 |                 | Netherlands           | -.0343     | .17631 | 1.000 |
|                    |                 |                 | Philippines           | .4201      | .20597 | 1.000 |
|                    |                 |                 | Germany               | .0298      | .19776 | 1.000 |
|                    |                 |                 | India                 | .2578      | .20027 | 1.000 |
|                    | Indonesia       |                 | -.3923                | .25656     | 1.000  |       |
|                    | Japan           |                 | .9028                 | .16837     | .153   |       |
|                    | Malaysia        | .2894           | .21098                | 1.000      |        |       |
|                    | Mexico          | -.3111          | .21476                | 1.000      |        |       |
|                    | Poland          | .2297           | .20229                | 1.000      |        |       |
|                    | Russia          | -.5371          | .22363                | 1.000      |        |       |
|                    | Singapore       | .5859           | .17762                | .976       |        |       |
|                    | Spain           | -.4752          | .25905                | 1.000      |        |       |
|                    | Switzerland     | .2797           | .20229                | 1.000      |        |       |
|                    | Turkey          | -.6524          | .19658                | .974       |        |       |
|                    | Venezuela       | -.4870          | .20160                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | Germany         | America         | .4067                 | .14929     | .998   |       |
|                    |                 | Argentina       | -.3437                | .20864     | 1.000  |       |
|                    |                 | Australia       | .2653                 | .26350     | 1.000  |       |
|                    |                 | Brazil          | -.8563                | .16939     | .272   |       |
|                    |                 | GB              | .6574                 | .16398     | .812   |       |
|                    |                 | Canada          | .8732                 | .22420     | .854   |       |
|                    |                 | China           | -.7438                | .25647     | .996   |       |
|                    |                 | Netherlands     | -.0641                | .18278     | 1.000  |       |
|                    |                 | Philippines     | .3903                 | .21154     | 1.000  |       |
|                    |                 | France          | -.0298                | .19776     | 1.000  |       |
|                    |                 | India           | .2280                 | .20599     | 1.000  |       |
|                    |                 | Indonesia       | -.4221                | .26105     | 1.000  |       |
|                    |                 | Japan           | .8730                 | .17514     | .306   |       |
|                    |                 | Malaysia        | .2596                 | .21642     | 1.000  |       |
|                    |                 | Mexico          | -.3409                | .22010     | 1.000  |       |
|                    |                 | Poland          | .1999                 | .20796     | 1.000  |       |
|                    |                 | Russia          | -.5668                | .22877     | 1.000  |       |
|                    |                 | Singapore       | .5561                 | .18405     | .993   |       |
|                    |                 | Spain           | -.5050                | .26350     | 1.000  |       |
|                    |                 | Switzerland     | .2499                 | .20796     | 1.000  |       |
|                    | Turkey          | -.6822          | .20241                | .969       |        |       |
|                    | Venezuela       | -.5168          | .20729                | 1.000      |        |       |
|                    |                 | India           | America               | .1787      | .15260 | 1.000 |
|                    |                 |                 | Argentina             | -.5717     | .21102 | .999  |
|                    |                 |                 | Australia             | .0373      | .26538 | 1.000 |
|                    |                 |                 | Brazil                | -1.0843*   | .17231 | .012  |
|                    |                 |                 | GB                    | .4294      | .16700 | .999  |
|                    | Canada          |                 | .6452                 | .22641     | .997   |       |
|                    | China           |                 | -.9718                | .25841     | .896   |       |
|                    | Netherlands     | -.2921          | .18549                | 1.000      |        |       |
|                    | Philippines     | .1623           | .21389                | 1.000      |        |       |
|                    | France          | -.2578          | .20027                | 1.000      |        |       |
|                    | Germany         | -.2280          | .20599                | 1.000      |        |       |
|                    | Indonesia       | -.6501          | .26296                | 1.000      |        |       |
|                    | Japan           | .6449           | .17797                | .929       |        |       |
|                    | Malaysia        | .0316           | .21872                | 1.000      |        |       |
|                    | Mexico          | -.5690          | .22236                | .999       |        |       |
|                    | Poland          | -.0281          | .21035                | 1.000      |        |       |
|                    | Russia          | -.7949          | .23095                | .960       |        |       |
|                    | Singapore       | .3281           | .18674                | 1.000      |        |       |
|                    | Spain           | -.7330          | .26538                | .998       |        |       |
|                    | Switzerland     | .0219           | .21035                | 1.000      |        |       |
|                    | Turkey          | -.9102          | .20486                | .599       |        |       |
|                    | Venezuela       | -.7448          | .20968                | .943       |        |       |

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 17 Socially aware  | Indonesia       | America         | .8289                 | .22136     | .900  |
|                    |                 | Argentina       | .0784                 | .26504     | 1.000 |
|                    |                 | Australia       | .6874                 | .31007     | 1.000 |
|                    |                 | Brazil          | -.4342                | .23539     | 1.000 |
|                    |                 | GB              | 1.0795                | .23153     | .476  |
|                    |                 | Canada          | 1.2953                | .27745     | .473  |
|                    |                 | China           | -.3217                | .30412     | 1.000 |
|                    |                 | Netherlands     | .3580                 | .24520     | 1.000 |
|                    |                 | Philippines     | .8125                 | .26733     | .992  |
|                    |                 | France          | .3923                 | .25656     | 1.000 |
|                    |                 | Germany         | .4221                 | .26105     | 1.000 |
|                    |                 | India           | .6501                 | .26296     | 1.000 |
|                    |                 | Japan           | 1.2951                | .23956     | .140  |
|                    |                 | Malaysia        | .6817                 | .27121     | 1.000 |
|                    |                 | Mexico          | .0812                 | .27415     | 1.000 |
|                    |                 | Poland          | .6220                 | .26450     | 1.000 |
|                    |                 | Russia          | -.1447                | .28116     | 1.000 |
|                    |                 | Singapore       | .9782                 | .24615     | .826  |
|                    |                 | Spain           | -.0829                | .31007     | 1.000 |
|                    |                 | Switzerland     | .6720                 | .26450     | .999  |
| Turkey             | -.2601          | .26016          | 1.000                 |            |       |
| Venezuela          | -.0947          | .26398          | 1.000                 |            |       |
|                    | Japan           | America         | -.4662                | .10737     | .654  |
|                    |                 | Argentina       | -1.2166*              | .18103     | .003  |
|                    |                 | Australia       | -.6077                | .24222     | 1.000 |
|                    |                 | Brazil          | -1.7293*              | .13391     | .000  |
|                    |                 | GB              | -.2156                | .12701     | 1.000 |
|                    |                 | Canada          | .0002                 | .19876     | 1.000 |
|                    |                 | China           | -1.6168*              | .23456     | .001  |
|                    |                 | Netherlands     | -.9370*               | .15050     | .015  |
|                    |                 | Philippines     | -.4826                | .18436     | .999  |
|                    |                 | France          | -.9028                | .16837     | .153  |
|                    |                 | Germany         | -.8730                | .17514     | .306  |
|                    |                 | India           | -.6449                | .17797     | .929  |
|                    |                 | Indonesia       | -1.2951               | .23956     | .140  |
|                    |                 | Malaysia        | -.6133                | .18995     | .982  |
|                    |                 | Mexico          | -1.2139*              | .19413     | .014  |
|                    |                 | Poland          | -.6730                | .18024     | .903  |
|                    |                 | Russia          | -1.4398*              | .20391     | .001  |
|                    |                 | Singapore       | -.3169                | .15203     | 1.000 |
|                    |                 | Spain           | -1.3779               | .24222     | .072  |
|                    |                 | Switzerland     | -.6230                | .18024     | .958  |
| Turkey             | -1.5551*        | .17381          | .000                  |            |       |
| Venezuela          | -1.3898*        | .17947          | .000                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | Malaysia        | America         | .1471                 | .16641     | 1.000  |       |
|                    |                 | Argentina       | -.6033                | .22122     | .998   |       |
|                    |                 | Australia       | .0057                 | .27356     | 1.000  |       |
|                    |                 | Brazil          | -1.1159*              | .18465     | .027   |       |
|                    |                 | GB              | .3978                 | .17971     | 1.000  |       |
|                    |                 | Canada          | .6136                 | .23594     | .999   |       |
|                    |                 | China           | -1.0034               | .26680     | .896   |       |
|                    |                 | Netherlands     | -.3237                | .19701     | 1.000  |       |
|                    |                 | Philippines     | .1307                 | .22395     | 1.000  |       |
|                    |                 | France          | -.2894                | .21098     | 1.000  |       |
|                    |                 | Germany         | -.2596                | .21642     | 1.000  |       |
|                    |                 | India           | -.0316                | .21872     | 1.000  |       |
|                    |                 | Indonesia       | -.6817                | .27121     | 1.000  |       |
|                    |                 | Japan           | .6133                 | .18995     | .982   |       |
|                    |                 | Mexico          | -.6006                | .23206     | .999   |       |
|                    |                 | Poland          | -.0597                | .22057     | 1.000  |       |
|                    |                 | Russia          | -.8265                | .24030     | .961   |       |
|                    |                 | Singapore       | .2965                 | .19819     | 1.000  |       |
|                    |                 | Spain           | -.7646                | .27356     | .998   |       |
|                    |                 | Switzerland     | -.0097                | .22057     | 1.000  |       |
|                    | Turkey          | -.9418          | .21534                | .637       |        |       |
|                    | Venezuela       | -.7764          | .21994                | .947       |        |       |
|                    |                 | Mexico          | America               | .7477      | .17117 | .640  |
|                    |                 |                 | Argentina             | -.0027     | .22482 | 1.000 |
|                    |                 |                 | Australia             | .6062      | .27648 | 1.000 |
|                    |                 |                 | Brazil                | -.5154     | .18896 | .998  |
|                    |                 |                 | GB                    | .9983      | .18412 | .135  |
|                    |                 |                 | Canada                | 1.2141     | .23932 | .264  |
|                    |                 |                 | China                 | -.4029     | .26979 | 1.000 |
|                    |                 |                 | Netherlands           | .2769      | .20105 | 1.000 |
|                    |                 |                 | Philippines           | .7313      | .22751 | .983  |
|                    |                 |                 | France                | .3111      | .21476 | 1.000 |
|                    |                 |                 | Germany               | .3409      | .22010 | 1.000 |
|                    | India           |                 | .5690                 | .22236     | .999   |       |
|                    | Indonesia       |                 | -.0812                | .27415     | 1.000  |       |
|                    | Japan           | 1.2139*         | .19413                | .014       |        |       |
|                    | Malaysia        | .6006           | .23206                | .999       |        |       |
|                    | Poland          | .5409           | .22418                | 1.000      |        |       |
|                    | Russia          | -.2259          | .24362                | 1.000      |        |       |
|                    | Singapore       | .8970           | .20220                | .603       |        |       |
|                    | Spain           | -.1640          | .27648                | 1.000      |        |       |
|                    | Switzerland     | .5909           | .22418                | .999       |        |       |
|                    | Turkey          | -.3412          | .21904                | 1.000      |        |       |
|                    | Venezuela       | -.1759          | .22356                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | Poland          | America         | .2068                 | .15524     | 1.000  |       |
|                    |                 | Argentina       | -.5436                | .21294     | .999   |       |
|                    |                 | Australia       | .0654                 | .26691     | 1.000  |       |
|                    |                 | Brazil          | -1.0563*              | .17466     | .027   |       |
|                    |                 | GB              | .4574                 | .16942     | .999   |       |
|                    |                 | Canada          | .6733                 | .22820     | .995   |       |
|                    |                 | China           | -.9438                | .25998     | .928   |       |
|                    |                 | Netherlands     | -.2640                | .18768     | 1.000  |       |
|                    |                 | Philippines     | .1904                 | .21578     | 1.000  |       |
|                    |                 | France          | -.2297                | .20229     | 1.000  |       |
|                    |                 | Germany         | -.1999                | .20796     | 1.000  |       |
|                    |                 | India           | .0281                 | .21035     | 1.000  |       |
|                    |                 | Indonesia       | -.6220                | .26450     | 1.000  |       |
|                    |                 | Japan           | .6730                 | .18024     | .903   |       |
|                    |                 | Malaysia        | .0597                 | .22057     | 1.000  |       |
|                    |                 | Mexico          | -.5409                | .22418     | 1.000  |       |
|                    |                 | Russia          | -.7668                | .23270     | .977   |       |
|                    |                 | Singapore       | .3562                 | .18891     | 1.000  |       |
|                    |                 | Spain           | -.7049                | .26691     | .999   |       |
|                    |                 | Switzerland     | .0500                 | .21227     | 1.000  |       |
|                    | Turkey          | -.8821          | .20684                | .695       |        |       |
|                    | Venezuela       | -.7167          | .21162                | .967       |        |       |
|                    |                 | Russia          | America               | .9736      | .18218 | .159  |
|                    |                 |                 | Argentina             | .2232      | .23331 | 1.000 |
|                    |                 |                 | Australia             | .8321      | .28343 | .995  |
|                    |                 |                 | Brazil                | -.2895     | .19899 | 1.000 |
|                    |                 |                 | GB                    | 1.2242*    | .19441 | .012  |
|                    |                 |                 | Canada                | 1.4400     | .24732 | .051  |
|                    |                 |                 | China                 | -.1770     | .27691 | 1.000 |
|                    |                 |                 | Netherlands           | .5028      | .21051 | 1.000 |
|                    |                 |                 | Philippines           | .9572      | .23591 | .792  |
|                    |                 |                 | France                | .5371      | .22363 | 1.000 |
|                    |                 |                 | Germany               | .5668      | .22877 | 1.000 |
|                    | India           |                 | .7949                 | .23095     | .960   |       |
|                    | Indonesia       |                 | .1447                 | .28116     | 1.000  |       |
|                    | Japan           | 1.4398*         | .20391                | .001       |        |       |
|                    | Malaysia        | .8265           | .24030                | .961       |        |       |
|                    | Mexico          | .2259           | .24362                | 1.000      |        |       |
|                    | Poland          | .7668           | .23270                | .977       |        |       |
|                    | Singapore       | 1.1229          | .21161                | .172       |        |       |
|                    | Spain           | .0619           | .28343                | 1.000      |        |       |
|                    | Switzerland     | .8168           | .23270                | .950       |        |       |
|                    | Turkey          | -.1153          | .22776                | 1.000      |        |       |
|                    | Venezuela       | .0500           | .23210                | 1.000      |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | Singapore       | America         | -.1493                | .12135     | 1.000  |       |
|                    |                 | Argentina       | -.8998                | .18966     | .431   |       |
|                    |                 | Australia       | -.2908                | .24874     | 1.000  |       |
|                    |                 | Brazil          | -1.4124*              | .14537     | .000   |       |
|                    |                 | GB              | .1013                 | .13903     | 1.000  |       |
|                    |                 | Canada          | .3171                 | .20665     | 1.000  |       |
|                    |                 | China           | -1.2999               | .24128     | .145   |       |
|                    |                 | Netherlands     | -.6202                | .16078     | .867   |       |
|                    |                 | Philippines     | -.1657                | .19284     | 1.000  |       |
|                    |                 | France          | -.5859                | .17762     | .976   |       |
|                    |                 | Germany         | -.5561                | .18405     | .993   |       |
|                    |                 | India           | -.3281                | .18674     | 1.000  |       |
|                    |                 | Indonesia       | -.9782                | .24615     | .826   |       |
|                    |                 | Japan           | .3169                 | .15203     | 1.000  |       |
|                    |                 | Malaysia        | -.2965                | .19819     | 1.000  |       |
|                    |                 | Mexico          | -.8970                | .20220     | .603   |       |
|                    |                 | Poland          | -.3562                | .18891     | 1.000  |       |
|                    |                 | Russia          | -1.1229               | .21161     | .172   |       |
|                    |                 | Spain           | -1.0611               | .24874     | .694   |       |
|                    |                 | Switzerland     | -.3062                | .18891     | 1.000  |       |
|                    | Turkey          | -1.2383*        | .18278                | .002       |        |       |
|                    | Venezuela       | -1.0729         | .18817                | .070       |        |       |
|                    |                 | Spain           | America               | .9117      | .22424 | .788  |
|                    |                 |                 | Argentina             | .1613      | .26745 | 1.000 |
|                    |                 |                 | Australia             | .7703      | .31213 | 1.000 |
|                    |                 |                 | Brazil                | -.3514     | .23809 | 1.000 |
|                    |                 |                 | GB                    | 1.1623     | .23428 | .317  |
|                    |                 |                 | Canada                | 1.3782     | .27975 | .334  |
|                    |                 |                 | China                 | -.2389     | .30622 | 1.000 |
|                    | Netherlands     |                 | .4409                 | .24780     | 1.000  |       |
|                    | Philippines     |                 | .8953                 | .26971     | .974   |       |
|                    | France          | .4752           | .25905                | 1.000      |        |       |
|                    | Germany         | .5050           | .26350                | 1.000      |        |       |
|                    | India           | .7330           | .26538                | .998       |        |       |
|                    | Indonesia       | .0829           | .31007                | 1.000      |        |       |
|                    | Japan           | 1.3779          | .24222                | .072       |        |       |
|                    | Malaysia        | .7646           | .27356                | .998       |        |       |
|                    | Mexico          | .1640           | .27648                | 1.000      |        |       |
|                    | Poland          | .7049           | .26691                | .999       |        |       |
|                    | Russia          | -.0619          | .28343                | 1.000      |        |       |
|                    | Singapore       | 1.0611          | .24874                | .694       |        |       |
|                    | Switzerland     | .7549           | .26691                | .997       |        |       |
|                    | Turkey          | -.1772          | .26261                | 1.000      |        |       |
|                    | Venezuela       | -.0118          | .26639                | 1.000      |        |       |



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Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 17 Socially aware  | Switzerland     | America         | .1568                 | .15524     | 1.000  |       |
|                    |                 | Argentina       | -.5936                | .21294     | .998   |       |
|                    |                 | Australia       | .0154                 | .26691     | 1.000  |       |
|                    |                 | Brazil          | -1.1063*              | .17466     | .011   |       |
|                    |                 | GB              | .4074                 | .16942     | 1.000  |       |
|                    |                 | Canada          | .6233                 | .22820     | .998   |       |
|                    |                 | China           | -.9938                | .25998     | .878   |       |
|                    |                 | Netherlands     | -.3140                | .18768     | 1.000  |       |
|                    |                 | Philippines     | .1404                 | .21578     | 1.000  |       |
|                    |                 | France          | -.2797                | .20229     | 1.000  |       |
|                    |                 | Germany         | -.2499                | .20796     | 1.000  |       |
|                    |                 | India           | -.0219                | .21035     | 1.000  |       |
|                    |                 | Indonesia       | -.6720                | .26450     | .999   |       |
|                    |                 | Japan           | .6230                 | .18024     | .958   |       |
|                    |                 | Malaysia        | .0097                 | .22057     | 1.000  |       |
|                    |                 | Mexico          | -.5909                | .22418     | .999   |       |
|                    |                 | Poland          | -.0500                | .21227     | 1.000  |       |
|                    |                 | Russia          | -.8168                | .23270     | .950   |       |
|                    |                 | Singapore       | .3062                 | .18891     | 1.000  |       |
|                    |                 | Spain           | -.7549                | .26691     | .997   |       |
|                    | Turkey          | -.9321          | .20684                | .564       |        |       |
|                    | Venezuela       | -.7667          | .21162                | .929       |        |       |
|                    |                 | Turkey          | America               | 1.0889*    | .14772 | .000  |
|                    |                 |                 | Argentina             | .3385      | .20752 | 1.000 |
|                    |                 |                 | Australia             | .9475      | .26261 | .932  |
|                    |                 |                 | Brazil                | -.1742     | .16801 | 1.000 |
|                    |                 |                 | GB                    | 1.3395*    | .16255 | .000  |
|                    |                 |                 | Canada                | 1.5554*    | .22316 | .001  |
|                    |                 |                 | China                 | -.0617     | .25556 | 1.000 |
|                    | Netherlands     |                 | .6181                 | .18151     | .965   |       |
|                    | Philippines     |                 | 1.0725                | .21044     | .254   |       |
|                    | France          | .6524           | .19658                | .974       |        |       |
|                    | Germany         | .6822           | .20241                | .969       |        |       |
|                    | India           | .9102           | .20486                | .599       |        |       |
|                    | Indonesia       | .2601           | .26016                | 1.000      |        |       |
|                    | Japan           | 1.5551*         | .17381                | .000       |        |       |
|                    | Malaysia        | .9418           | .21534                | .637       |        |       |
|                    | Mexico          | .3412           | .21904                | 1.000      |        |       |
|                    | Poland          | .8821           | .20684                | .695       |        |       |
|                    | Russia          | .1153           | .22776                | 1.000      |        |       |
|                    | Singapore       | 1.2383*         | .18278                | .002       |        |       |
|                    | Spain           | .1772           | .26261                | 1.000      |        |       |
|                    | Switzerland     | .9321           | .20684                | .564       |        |       |
|                    | Venezuela       | .1653           | .20616                | 1.000      |        |       |

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 17 Socially aware  | Venezuela       | America         | .9236*                | .15434     | .033  |
|                    |                 | Argentina       | .1732                 | .21229     | 1.000 |
|                    |                 | Australia       | .7821                 | .26639     | .995  |
|                    |                 | Brazil          | -.3395                | .17386     | 1.000 |
|                    |                 | GB              | 1.1742*               | .16859     | .001  |
|                    |                 | Canada          | 1.3900*               | .22759     | .022  |
|                    |                 | China           | -.2270                | .25944     | 1.000 |
|                    |                 | Netherlands     | .4527                 | .18693     | 1.000 |
|                    |                 | Philippines     | .9072                 | .21514     | .719  |
|                    |                 | France          | .4870                 | .20160     | 1.000 |
|                    |                 | Germany         | .5168                 | .20729     | 1.000 |
|                    |                 | India           | .7448                 | .20968     | .943  |
|                    |                 | Indonesia       | .0947                 | .26398     | 1.000 |
|                    |                 | Japan           | 1.3898*               | .17947     | .000  |
|                    |                 | Malaysia        | .7764                 | .21994     | .947  |
|                    |                 | Mexico          | .1759                 | .22356     | 1.000 |
|                    |                 | Poland          | .7167                 | .21162     | .967  |
|                    |                 | Russia          | -.0500                | .23210     | 1.000 |
|                    |                 | Singapore       | 1.0729                | .18817     | .070  |
|                    |                 | Spain           | .0118                 | .26639     | 1.000 |
| Switzerland        | .7667           | .21162          | .929                  |            |       |
| Turkey             | -.1653          | .20616          | 1.000                 |            |       |
| 18 Indirect        | America         | Argentina       | .4286                 | .13146     | .979  |
|                    |                 | Australia       | .2141                 | .18878     | 1.000 |
|                    |                 | Brazil          | .1887                 | .08225     | 1.000 |
|                    |                 | GB              | -.1532                | .07408     | 1.000 |
|                    |                 | Canada          | -.1951                | .14851     | 1.000 |
|                    |                 | China           | .0533                 | .18179     | 1.000 |
|                    |                 | Netherlands     | -.3291                | .10054     | .978  |
|                    |                 | Philippines     | -.2234                | .13470     | 1.000 |
|                    |                 | France          | -.3161                | .11894     | .999  |
|                    |                 | Germany         | .0987                 | .12568     | 1.000 |
|                    |                 | India           | -.3557                | .12847     | .998  |
|                    |                 | Indonesia       | -.7283                | .18636     | .850  |
|                    |                 | Japan           | .0110                 | .09039     | 1.000 |
|                    |                 | Malaysia        | -.0532                | .14009     | 1.000 |
|                    |                 | Mexico          | .0725                 | .14410     | 1.000 |
|                    |                 | Poland          | .5408                 | .13069     | .756  |
|                    |                 | Russia          | .3068                 | .15337     | 1.000 |
|                    |                 | Singapore       | -.2755                | .10216     | .999  |
|                    |                 | Spain           | .3628                 | .18878     | 1.000 |
|                    |                 | Switzerland     | .3221                 | .13069     | 1.000 |
| Turkey             | -.2933          | .12436          | 1.000                 |            |       |
| Venezuela          | .3910           | .12994          | .993                  |            |       |

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Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | Argentina       | America         | -.4286                | .13146     | .979  |
|                    |                 | Australia       | -.2145                | .22515     | 1.000 |
|                    |                 | Brazil          | -.2399                | .14772     | 1.000 |
|                    |                 | GB              | -.5818                | .14333     | .791  |
|                    |                 | Canada          | -.6237                | .19264     | .981  |
|                    |                 | China           | -.3753                | .21933     | 1.000 |
|                    |                 | Netherlands     | -.7577                | .15864     | .413  |
|                    |                 | Philippines     | -.6520                | .18221     | .938  |
|                    |                 | France          | -.7447                | .17089     | .646  |
|                    |                 | Germany         | -.3299                | .17565     | 1.000 |
|                    |                 | India           | -.7844                | .17765     | .615  |
|                    |                 | Indonesia       | -1.1569               | .22313     | .217  |
|                    |                 | Japan           | -.4176                | .15241     | .998  |
|                    |                 | Malaysia        | -.4818                | .18623     | .999  |
|                    |                 | Mexico          | -.3561                | .18927     | 1.000 |
|                    |                 | Poland          | .1122                 | .17927     | 1.000 |
|                    |                 | Russia          | -.1218                | .19642     | 1.000 |
|                    |                 | Singapore       | -.7041                | .15967     | .617  |
|                    |                 | Spain           | -.0659                | .22515     | 1.000 |
|                    |                 | Switzerland     | -.1066                | .17927     | 1.000 |
| Turkey             | -.7219          | .17471          | .759                  |            |       |
| Venezuela          | -.0377          | .17872          | 1.000                 |            |       |
|                    | Australia       | America         | -.2141                | .18878     | 1.000 |
|                    |                 | Argentina       | .2145                 | .22515     | 1.000 |
|                    |                 | Brazil          | -.0254                | .20044     | 1.000 |
|                    |                 | GB              | -.3673                | .19723     | 1.000 |
|                    |                 | Canada          | -.4092                | .23551     | 1.000 |
|                    |                 | China           | -.1608                | .25780     | 1.000 |
|                    |                 | Netherlands     | -.5432                | .20862     | .999  |
|                    |                 | Philippines     | -.4375                | .22706     | 1.000 |
|                    |                 | France          | -.5302                | .21808     | 1.000 |
|                    |                 | Germany         | -.1154                | .22183     | 1.000 |
|                    |                 | India           | -.5698                | .22342     | .999  |
|                    |                 | Indonesia       | -.9424                | .26104     | .932  |
|                    |                 | Japan           | -.2031                | .20392     | 1.000 |
|                    |                 | Malaysia        | -.2673                | .23030     | 1.000 |
|                    |                 | Mexico          | -.1416                | .23276     | 1.000 |
|                    |                 | Poland          | .3267                 | .22471     | 1.000 |
|                    |                 | Russia          | .0927                 | .23861     | 1.000 |
|                    |                 | Singapore       | -.4896                | .20940     | 1.000 |
|                    |                 | Spain           | .1486                 | .26277     | 1.000 |
|                    |                 | Switzerland     | .1079                 | .22471     | 1.000 |
| Turkey             | -.5074          | .22108          | 1.000                 |            |       |
| Venezuela          | .1768           | .22427          | 1.000                 |            |       |

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Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | Brazil          | America         | -.1887                | .08225     | 1.000 |
|                    |                 | Argentina       | .2399                 | .14772     | 1.000 |
|                    |                 | Australia       | .0254                 | .20044     | 1.000 |
|                    |                 | GB              | -.3419                | .10014     | .964  |
|                    |                 | Canada          | -.3838                | .16308     | 1.000 |
|                    |                 | China           | -.1354                | .19388     | 1.000 |
|                    |                 | Netherlands     | -.5178                | .12103     | .688  |
|                    |                 | Philippines     | -.4121                | .15061     | .998  |
|                    |                 | France          | -.5048                | .13670     | .913  |
|                    |                 | Germany         | -.0900                | .14260     | 1.000 |
|                    |                 | India           | -.5444                | .14506     | .898  |
|                    |                 | Indonesia       | -.9170                | .19816     | .496  |
|                    |                 | Japan           | -.1777                | .11274     | 1.000 |
|                    |                 | Malaysia        | -.2419                | .15545     | 1.000 |
|                    |                 | Mexico          | -.1162                | .15908     | 1.000 |
|                    |                 | Poland          | .3521                 | .14704     | 1.000 |
|                    |                 | Russia          | .1181                 | .16752     | 1.000 |
|                    |                 | Singapore       | -.4642                | .12238     | .887  |
|                    |                 | Spain           | .1741                 | .20044     | 1.000 |
|                    |                 | Switzerland     | .1334                 | .14704     | 1.000 |
| Turkey             | -.4820          | .14144          | .965                  |            |       |
| Venezuela          | .2023           | .14637          | 1.000                 |            |       |
|                    | GB              | America         | .1532                 | .07408     | 1.000 |
|                    |                 | Argentina       | .5818                 | .14333     | .791  |
|                    |                 | Australia       | .3673                 | .19723     | 1.000 |
|                    |                 | Brazil          | .3419                 | .10014     | .964  |
|                    |                 | Canada          | -.0419                | .15911     | 1.000 |
|                    |                 | China           | .2065                 | .19055     | 1.000 |
|                    |                 | Netherlands     | -.1759                | .11563     | 1.000 |
|                    |                 | Philippines     | -.0702                | .14631     | 1.000 |
|                    |                 | France          | -.1629                | .13195     | 1.000 |
|                    |                 | Germany         | .2519                 | .13805     | 1.000 |
|                    |                 | India           | -.2025                | .14059     | 1.000 |
|                    |                 | Indonesia       | -.5751                | .19491     | .995  |
|                    |                 | Japan           | .1642                 | .10692     | 1.000 |
|                    |                 | Malaysia        | .1000                 | .15129     | 1.000 |
|                    |                 | Mexico          | .2257                 | .15501     | 1.000 |
|                    |                 | Poland          | .6940                 | .14263     | .365  |
|                    |                 | Russia          | .4600                 | .16366     | .997  |
|                    |                 | Singapore       | -.1223                | .11704     | 1.000 |
|                    |                 | Spain           | .5160                 | .19723     | .999  |
|                    |                 | Switzerland     | .4753                 | .14263     | .973  |
| Turkey             | -.1401          | .13685          | 1.000                 |            |       |
| Venezuela          | .5442           | .14193          | .874                  |            |       |

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Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 18 Indirect        | Canada          | America         | .1951                 | .14851     | 1.000  |       |
|                    |                 | Argentina       | .6237                 | .19264     | .981   |       |
|                    |                 | Australia       | .4092                 | .23551     | 1.000  |       |
|                    |                 | Brazil          | .3838                 | .16308     | 1.000  |       |
|                    |                 | GB              | .0419                 | .15911     | 1.000  |       |
|                    |                 | China           | .2484                 | .22995     | 1.000  |       |
|                    |                 | Netherlands     | -.1340                | .17302     | 1.000  |       |
|                    |                 | Philippines     | -.0283                | .19487     | 1.000  |       |
|                    |                 | France          | -.1210                | .18433     | 1.000  |       |
|                    |                 | Germany         | .2938                 | .18874     | 1.000  |       |
|                    |                 | India           | -.1607                | .19061     | 1.000  |       |
|                    |                 | Indonesia       | -.5332                | .23358     | 1.000  |       |
|                    |                 | Japan           | .2061                 | .16733     | 1.000  |       |
|                    |                 | Malaysia        | .1418                 | .19863     | 1.000  |       |
|                    |                 | Mexico          | .2676                 | .20148     | 1.000  |       |
|                    |                 | Poland          | .7359                 | .19212     | .875   |       |
|                    |                 | Russia          | .5019                 | .20821     | 1.000  |       |
|                    |                 | Singapore       | -.0805                | .17397     | 1.000  |       |
|                    |                 | Spain           | .5578                 | .23551     | 1.000  |       |
|                    |                 | Switzerland     | .5171                 | .19212     | .999   |       |
|                    | Turkey          | -.0983          | .18787                | 1.000      |        |       |
|                    | Venezuela       | .5860           | .19160                | .991       |        |       |
|                    |                 | China           | America               | -.0533     | .18179 | 1.000 |
|                    |                 |                 | Argentina             | .3753      | .21933 | 1.000 |
|                    |                 |                 | Australia             | .1608      | .25780 | 1.000 |
|                    |                 |                 | Brazil                | .1354      | .19388 | 1.000 |
|                    |                 |                 | GB                    | -.2065     | .19055 | 1.000 |
|                    |                 |                 | Canada                | -.2484     | .22995 | 1.000 |
|                    |                 |                 | Netherlands           | -.3824     | .20232 | 1.000 |
|                    |                 |                 | Philippines           | -.2767     | .22129 | 1.000 |
|                    |                 |                 | France                | -.3694     | .21206 | 1.000 |
|                    |                 |                 | Germany               | .0454      | .21591 | 1.000 |
|                    |                 |                 | India                 | -.4090     | .21755 | 1.000 |
|                    | Indonesia       |                 | -.7816                | .25603     | .991   |       |
|                    | Japan           |                 | -.0423                | .19747     | 1.000  |       |
|                    | Malaysia        | -.1065          | .22461                | 1.000      |        |       |
|                    | Mexico          | .0192           | .22713                | 1.000      |        |       |
|                    | Poland          | .4875           | .21887                | 1.000      |        |       |
|                    | Russia          | .2535           | .23312                | 1.000      |        |       |
|                    | Singapore       | -.3288          | .20312                | 1.000      |        |       |
|                    | Spain           | .3095           | .25780                | 1.000      |        |       |
|                    | Switzerland     | .2688           | .21887                | 1.000      |        |       |
|                    | Turkey          | -.3466          | .21515                | 1.000      |        |       |
|                    | Venezuela       | .3377           | .21842                | 1.000      |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 18 Indirect        | Netherlands     | America         | .3291                 | .10054     | .978   |       |
|                    |                 | Argentina       | .7577                 | .15864     | .413   |       |
|                    |                 | Australia       | .5432                 | .20862     | .999   |       |
|                    |                 | Brazil          | .5178                 | .12103     | .688   |       |
|                    |                 | GB              | .1759                 | .11563     | 1.000  |       |
|                    |                 | Canada          | .1340                 | .17302     | 1.000  |       |
|                    |                 | China           | .3824                 | .20232     | 1.000  |       |
|                    |                 | Philippines     | .1057                 | .16133     | 1.000  |       |
|                    |                 | France          | .0130                 | .14843     | 1.000  |       |
|                    |                 | Germany         | .4278                 | .15388     | .998   |       |
|                    |                 | India           | -.0266                | .15616     | 1.000  |       |
|                    |                 | Indonesia       | -.3992                | .20643     | 1.000  |       |
|                    |                 | Japan           | .3401                 | .12670     | .999   |       |
|                    |                 | Malaysia        | .2759                 | .16586     | 1.000  |       |
|                    |                 | Mexico          | .4016                 | .16926     | 1.000  |       |
|                    |                 | Poland          | .8699                 | .15800     | .112   |       |
|                    |                 | Russia          | .6359                 | .17722     | .936   |       |
|                    |                 | Singapore       | .0536                 | .13535     | 1.000  |       |
|                    |                 | Spain           | .6919                 | .20862     | .975   |       |
|                    |                 | Switzerland     | .6511                 | .15800     | .764   |       |
|                    | Turkey          | .0358           | .15280                | 1.000      |        |       |
|                    | Venezuela       | .7200           | .15737                | .525       |        |       |
|                    |                 | Philippines     | America               | .2234      | .13470 | 1.000 |
|                    |                 |                 | Argentina             | .6520      | .18221 | .938  |
|                    |                 |                 | Australia             | .4375      | .22706 | 1.000 |
|                    |                 |                 | Brazil                | .4121      | .15061 | .998  |
|                    |                 |                 | GB                    | .0702      | .14631 | 1.000 |
|                    |                 |                 | Canada                | .0283      | .19487 | 1.000 |
|                    |                 |                 | China                 | .2767      | .22129 | 1.000 |
|                    |                 |                 | Netherlands           | -.1057     | .16133 | 1.000 |
|                    |                 |                 | France                | -.0927     | .17340 | 1.000 |
|                    |                 |                 | Germany               | .3221      | .17809 | 1.000 |
|                    |                 |                 | India                 | -.1324     | .18006 | 1.000 |
|                    |                 |                 | Indonesia             | -.5049     | .22505 | 1.000 |
|                    | Japan           |                 | .2344                 | .15521     | 1.000  |       |
|                    | Malaysia        |                 | .1701                 | .18854     | 1.000  |       |
|                    | Mexico          | .2959           | .19153                | 1.000      |        |       |
|                    | Poland          | .7642           | .18166                | .724       |        |       |
|                    | Russia          | .5302           | .19860                | .999       |        |       |
|                    | Singapore       | -.0522          | .16235                | 1.000      |        |       |
|                    | Spain           | .5861           | .22706                | .999       |        |       |
|                    | Switzerland     | .5454           | .18166                | .993       |        |       |
|                    | Turkey          | -.0700          | .17716                | 1.000      |        |       |
|                    | Venezuela       | .6143           | .18112                | .967       |        |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | France          | America         | .3161                 | .11894     | .999  |
|                    |                 | Argentina       | .7447                 | .17089     | .646  |
|                    |                 | Australia       | .5302                 | .21808     | 1.000 |
|                    |                 | Brazil          | .5048                 | .13670     | .913  |
|                    |                 | GB              | .1629                 | .13195     | 1.000 |
|                    |                 | Canada          | .1210                 | .18433     | 1.000 |
|                    |                 | China           | .3694                 | .21206     | 1.000 |
|                    |                 | Netherlands     | -.0130                | .14843     | 1.000 |
|                    |                 | Philippines     | .0927                 | .17340     | 1.000 |
|                    |                 | Germany         | .4148                 | .16649     | 1.000 |
|                    |                 | India           | -.0396                | .16860     | 1.000 |
|                    |                 | Indonesia       | -.4122                | .21599     | 1.000 |
|                    |                 | Japan           | .3271                 | .14175     | 1.000 |
|                    |                 | Malaysia        | .2629                 | .17762     | 1.000 |
|                    |                 | Mexico          | .3886                 | .18080     | 1.000 |
|                    |                 | Poland          | .8569                 | .17030     | .283  |
|                    |                 | Russia          | .6229                 | .18827     | .975  |
|                    |                 | Singapore       | .0406                 | .14953     | 1.000 |
|                    |                 | Spain           | .6788                 | .21808     | .989  |
|                    |                 | Switzerland     | .6381                 | .17030     | .900  |
| Turkey             | .0228           | .16549          | 1.000                 |            |       |
| Venezuela          | .7070           | .16972          | .743                  |            |       |
|                    | Germany         | America         | -.0987                | .12568     | 1.000 |
|                    |                 | Argentina       | .3299                 | .17565     | 1.000 |
|                    |                 | Australia       | .1154                 | .22183     | 1.000 |
|                    |                 | Brazil          | .0900                 | .14260     | 1.000 |
|                    |                 | GB              | -.2519                | .13805     | 1.000 |
|                    |                 | Canada          | -.2938                | .18874     | 1.000 |
|                    |                 | China           | -.0454                | .21591     | 1.000 |
|                    |                 | Netherlands     | -.4278                | .15388     | .998  |
|                    |                 | Philippines     | -.3221                | .17809     | 1.000 |
|                    |                 | France          | -.4148                | .16649     | 1.000 |
|                    |                 | India           | -.4544                | .17342     | .999  |
|                    |                 | Indonesia       | -.8270                | .21977     | .895  |
|                    |                 | Japan           | -.0877                | .14745     | 1.000 |
|                    |                 | Malaysia        | -.1519                | .18220     | 1.000 |
|                    |                 | Mexico          | -.0262                | .18530     | 1.000 |
|                    |                 | Poland          | .4421                 | .17507     | 1.000 |
|                    |                 | Russia          | .2081                 | .19260     | 1.000 |
|                    |                 | Singapore       | -.3742                | .15494     | 1.000 |
|                    |                 | Spain           | .2641                 | .22183     | 1.000 |
|                    |                 | Switzerland     | .2233                 | .17507     | 1.000 |
| Turkey             | -.3920          | .17040          | 1.000                 |            |       |
| Venezuela          | .2923           | .17451          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | India           | America         | .3557                 | .12847     | .998  |
|                    |                 | Argentina       | .7844                 | .17765     | .615  |
|                    |                 | Australia       | .5698                 | .22342     | .999  |
|                    |                 | Brazil          | .5444                 | .14506     | .898  |
|                    |                 | GB              | .2025                 | .14059     | 1.000 |
|                    |                 | Canada          | .1607                 | .19061     | 1.000 |
|                    |                 | China           | .4090                 | .21755     | 1.000 |
|                    |                 | Netherlands     | .0266                 | .15616     | 1.000 |
|                    |                 | Philippines     | .1324                 | .18006     | 1.000 |
|                    |                 | France          | .0396                 | .16860     | 1.000 |
|                    |                 | Germany         | .4544                 | .17342     | .999  |
|                    |                 | Indonesia       | -.3725                | .22138     | 1.000 |
|                    |                 | Japan           | .3668                 | .14983     | 1.000 |
|                    |                 | Malaysia        | .3025                 | .18413     | 1.000 |
|                    |                 | Mexico          | .4283                 | .18720     | 1.000 |
|                    |                 | Poland          | .8965                 | .17708     | .269  |
|                    |                 | Russia          | .6625                 | .19443     | .965  |
|                    |                 | Singapore       | .0802                 | .15721     | 1.000 |
|                    |                 | Spain           | .7185                 | .22342     | .983  |
|                    |                 | Switzerland     | .6778                 | .17708     | .876  |
| Turkey             | .0624           | .17246          | 1.000                 |            |       |
| Venezuela          | .7467           | .17653          | .712                  |            |       |
|                    | Indonesia       | America         | .7283                 | .18636     | .850  |
|                    |                 | Argentina       | 1.1569                | .22313     | .217  |
|                    |                 | Australia       | .9424                 | .26104     | .932  |
|                    |                 | Brazil          | .9170                 | .19816     | .496  |
|                    |                 | GB              | .5751                 | .19491     | .995  |
|                    |                 | Canada          | .5332                 | .23358     | 1.000 |
|                    |                 | China           | .7816                 | .25603     | .991  |
|                    |                 | Netherlands     | .3992                 | .20643     | 1.000 |
|                    |                 | Philippines     | .5049                 | .22505     | 1.000 |
|                    |                 | France          | .4122                 | .21599     | 1.000 |
|                    |                 | Germany         | .8270                 | .21977     | .895  |
|                    |                 | India           | .3725                 | .22138     | 1.000 |
|                    |                 | Japan           | .7393                 | .20168     | .920  |
|                    |                 | Malaysia        | .6751                 | .22832     | .995  |
|                    |                 | Mexico          | .8008                 | .23080     | .956  |
|                    |                 | Poland          | 1.2691                | .22267     | .071  |
|                    |                 | Russia          | 1.0351                | .23670     | .638  |
|                    |                 | Singapore       | .4527                 | .20722     | 1.000 |
|                    |                 | Spain           | 1.0910                | .26104     | .737  |
|                    |                 | Switzerland     | 1.0503                | .22267     | .446  |
| Turkey             | .4349           | .21902          | 1.000                 |            |       |
| Venezuela          | 1.1192          | .22223          | .281                  |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | Japan           | America         | -.0110                | .09039     | 1.000 |
|                    |                 | Argentina       | .4176                 | .15241     | .998  |
|                    |                 | Australia       | .2031                 | .20392     | 1.000 |
|                    |                 | Brazil          | .1777                 | .11274     | 1.000 |
|                    |                 | GB              | -.1642                | .10692     | 1.000 |
|                    |                 | Canada          | -.2061                | .16733     | 1.000 |
|                    |                 | China           | .0423                 | .19747     | 1.000 |
|                    |                 | Netherlands     | -.3401                | .12670     | .999  |
|                    |                 | Philippines     | -.2344                | .15521     | 1.000 |
|                    |                 | France          | -.3271                | .14175     | 1.000 |
|                    |                 | Germany         | .0877                 | .14745     | 1.000 |
|                    |                 | India           | -.3668                | .14983     | 1.000 |
|                    |                 | Indonesia       | -.7393                | .20168     | .920  |
|                    |                 | Malaysia        | -.0643                | .15991     | 1.000 |
|                    |                 | Mexico          | .0615                 | .16343     | 1.000 |
|                    |                 | Poland          | .5298                 | .15174     | .953  |
|                    |                 | Russia          | .2958                 | .17166     | 1.000 |
|                    |                 | Singapore       | -.2866                | .12799     | 1.000 |
|                    |                 | Spain           | .3517                 | .20392     | 1.000 |
|                    |                 | Switzerland     | .3110                 | .15174     | 1.000 |
| Turkey             | -.3044          | .14632          | 1.000                 |            |       |
| Venezuela          | .3799           | .15109          | 1.000                 |            |       |
|                    | Malaysia        | America         | .0532                 | .14009     | 1.000 |
|                    |                 | Argentina       | .4818                 | .18623     | .999  |
|                    |                 | Australia       | .2673                 | .23030     | 1.000 |
|                    |                 | Brazil          | .2419                 | .15545     | 1.000 |
|                    |                 | GB              | -.1000                | .15129     | 1.000 |
|                    |                 | Canada          | -.1418                | .19863     | 1.000 |
|                    |                 | China           | .1065                 | .22461     | 1.000 |
|                    |                 | Netherlands     | -.2759                | .16586     | 1.000 |
|                    |                 | Philippines     | -.1701                | .18854     | 1.000 |
|                    |                 | France          | -.2629                | .17762     | 1.000 |
|                    |                 | Germany         | .1519                 | .18220     | 1.000 |
|                    |                 | India           | -.3025                | .18413     | 1.000 |
|                    |                 | Indonesia       | -.6751                | .22832     | .995  |
|                    |                 | Japan           | .0643                 | .15991     | 1.000 |
|                    |                 | Mexico          | .1258                 | .19536     | 1.000 |
|                    |                 | Poland          | .5940                 | .18569     | .984  |
|                    |                 | Russia          | .3600                 | .20230     | 1.000 |
|                    |                 | Singapore       | -.2223                | .16685     | 1.000 |
|                    |                 | Spain           | .4160                 | .23030     | 1.000 |
|                    |                 | Switzerland     | .3753                 | .18569     | 1.000 |
| Turkey             | -.2401          | .18129          | 1.000                 |            |       |
| Venezuela          | .4442           | .18516          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | Mexico          | America         | -.0725                | .14410     | 1.000 |
|                    |                 | Argentina       | .3561                 | .18927     | 1.000 |
|                    |                 | Australia       | .1416                 | .23276     | 1.000 |
|                    |                 | Brazil          | .1162                 | .15908     | 1.000 |
|                    |                 | GB              | -.2257                | .15501     | 1.000 |
|                    |                 | Canada          | -.2676                | .20148     | 1.000 |
|                    |                 | China           | -.0192                | .22713     | 1.000 |
|                    |                 | Netherlands     | -.4016                | .16926     | 1.000 |
|                    |                 | Philippines     | -.2959                | .19153     | 1.000 |
|                    |                 | France          | -.3886                | .18080     | 1.000 |
|                    |                 | Germany         | .0262                 | .18530     | 1.000 |
|                    |                 | India           | -.4283                | .18720     | 1.000 |
|                    |                 | Indonesia       | -.8008                | .23080     | .956  |
|                    |                 | Japan           | -.0615                | .16343     | 1.000 |
|                    |                 | Malaysia        | -.1258                | .19536     | 1.000 |
|                    |                 | Poland          | .4683                 | .18873     | 1.000 |
|                    |                 | Russia          | .2343                 | .20509     | 1.000 |
|                    |                 | Singapore       | -.3481                | .17023     | 1.000 |
|                    |                 | Spain           | .2902                 | .23276     | 1.000 |
|                    |                 | Switzerland     | .2495                 | .18873     | 1.000 |
| Turkey             | -.3659          | .18441          | 1.000                 |            |       |
| Venezuela          | .3184           | .18821          | 1.000                 |            |       |
|                    | Poland          | America         | -.5408                | .13069     | .756  |
|                    |                 | Argentina       | -.1122                | .17927     | 1.000 |
|                    |                 | Australia       | -.3267                | .22471     | 1.000 |
|                    |                 | Brazil          | -.3521                | .14704     | 1.000 |
|                    |                 | GB              | -.6940                | .14263     | .365  |
|                    |                 | Canada          | -.7359                | .19212     | .875  |
|                    |                 | China           | -.4875                | .21887     | 1.000 |
|                    |                 | Netherlands     | -.8699                | .15800     | .112  |
|                    |                 | Philippines     | -.7642                | .18166     | .724  |
|                    |                 | France          | -.8569                | .17030     | .283  |
|                    |                 | Germany         | -.4421                | .17507     | 1.000 |
|                    |                 | India           | -.8965                | .17708     | .269  |
|                    |                 | Indonesia       | -1.2691               | .22267     | .071  |
|                    |                 | Japan           | -.5298                | .15174     | .953  |
|                    |                 | Malaysia        | -.5940                | .18569     | .984  |
|                    |                 | Mexico          | -.4683                | .18873     | 1.000 |
|                    |                 | Russia          | -.2340                | .19590     | 1.000 |
|                    |                 | Singapore       | -.8163                | .15903     | .238  |
|                    |                 | Spain           | -.1780                | .22471     | 1.000 |
|                    |                 | Switzerland     | -.2187                | .17871     | 1.000 |
| Turkey             | -.8341          | .17413          | .405                  |            |       |
| Venezuela          | -.1498          | .17815          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | Russia          | America         | -.3068                | .15337     | 1.000 |
|                    |                 | Argentina       | .1218                 | .19642     | 1.000 |
|                    |                 | Australia       | -.0927                | .23861     | 1.000 |
|                    |                 | Brazil          | -.1181                | .16752     | 1.000 |
|                    |                 | GB              | -.4600                | .16366     | .997  |
|                    |                 | Canada          | -.5019                | .20821     | 1.000 |
|                    |                 | China           | -.2535                | .23312     | 1.000 |
|                    |                 | Netherlands     | -.6359                | .17722     | .936  |
|                    |                 | Philippines     | -.5302                | .19860     | .999  |
|                    |                 | France          | -.6229                | .18827     | .975  |
|                    |                 | Germany         | -.2081                | .19260     | 1.000 |
|                    |                 | India           | -.6625                | .19443     | .965  |
|                    |                 | Indonesia       | -1.0351               | .23670     | .638  |
|                    |                 | Japan           | -.2958                | .17166     | 1.000 |
|                    |                 | Malaysia        | -.3600                | .20230     | 1.000 |
|                    |                 | Mexico          | -.2343                | .20509     | 1.000 |
|                    |                 | Poland          | .2340                 | .19590     | 1.000 |
|                    |                 | Singapore       | -.5823                | .17814     | .979  |
|                    |                 | Spain           | .0560                 | .23861     | 1.000 |
|                    |                 | Switzerland     | .0152                 | .19590     | 1.000 |
| Turkey             | -.6001          | .19174          | .988                  |            |       |
| Venezuela          | .0841           | .19540          | 1.000                 |            |       |
|                    | Singapore       | America         | .2755                 | .10216     | .999  |
|                    |                 | Argentina       | .7041                 | .15967     | .617  |
|                    |                 | Australia       | .4896                 | .20940     | 1.000 |
|                    |                 | Brazil          | .4642                 | .12238     | .887  |
|                    |                 | GB              | .1223                 | .11704     | 1.000 |
|                    |                 | Canada          | .0805                 | .17397     | 1.000 |
|                    |                 | China           | .3288                 | .20312     | 1.000 |
|                    |                 | Netherlands     | -.0536                | .13535     | 1.000 |
|                    |                 | Philippines     | .0522                 | .16235     | 1.000 |
|                    |                 | France          | -.0406                | .14953     | 1.000 |
|                    |                 | Germany         | .3742                 | .15494     | 1.000 |
|                    |                 | India           | -.0802                | .15721     | 1.000 |
|                    |                 | Indonesia       | -.4527                | .20722     | 1.000 |
|                    |                 | Japan           | .2866                 | .12799     | 1.000 |
|                    |                 | Malaysia        | .2223                 | .16685     | 1.000 |
|                    |                 | Mexico          | .3481                 | .17023     | 1.000 |
|                    |                 | Poland          | .8163                 | .15903     | .238  |
|                    |                 | Russia          | .5823                 | .17814     | .979  |
|                    |                 | Spain           | .6383                 | .20940     | .992  |
|                    |                 | Switzerland     | .5976                 | .15903     | .897  |
| Turkey             | -.0178          | .15387          | 1.000                 |            |       |
| Venezuela          | .6665           | .15841          | .723                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | Spain           | America         | -.3628                | .18878     | 1.000 |
|                    |                 | Argentina       | .0659                 | .22515     | 1.000 |
|                    |                 | Australia       | -.1486                | .26277     | 1.000 |
|                    |                 | Brazil          | -.1741                | .20044     | 1.000 |
|                    |                 | GB              | -.5160                | .19723     | .999  |
|                    |                 | Canada          | -.5578                | .23551     | 1.000 |
|                    |                 | China           | -.3095                | .25780     | 1.000 |
|                    |                 | Netherlands     | -.6919                | .20862     | .975  |
|                    |                 | Philippines     | -.5861                | .22706     | .999  |
|                    |                 | France          | -.6788                | .21808     | .989  |
|                    |                 | Germany         | -.2641                | .22183     | 1.000 |
|                    |                 | India           | -.7185                | .22342     | .983  |
|                    |                 | Indonesia       | -1.0910               | .26104     | .737  |
|                    |                 | Japan           | -.3517                | .20392     | 1.000 |
|                    |                 | Malaysia        | -.4160                | .23030     | 1.000 |
|                    |                 | Mexico          | -.2902                | .23276     | 1.000 |
|                    |                 | Poland          | .1780                 | .22471     | 1.000 |
|                    |                 | Russia          | -.0560                | .23861     | 1.000 |
|                    |                 | Singapore       | -.6383                | .20940     | .992  |
|                    |                 | Switzerland     | -.0407                | .22471     | 1.000 |
| Turkey             | -.6561          | .22108          | .994                  |            |       |
| Venezuela          | .0282           | .22427          | 1.000                 |            |       |
|                    | Switzerland     | America         | -.3221                | .13069     | 1.000 |
|                    |                 | Argentina       | .1066                 | .17927     | 1.000 |
|                    |                 | Australia       | -.1079                | .22471     | 1.000 |
|                    |                 | Brazil          | -.1334                | .14704     | 1.000 |
|                    |                 | GB              | -.4753                | .14263     | .973  |
|                    |                 | Canada          | -.5171                | .19212     | .999  |
|                    |                 | China           | -.2688                | .21887     | 1.000 |
|                    |                 | Netherlands     | -.6511                | .15800     | .764  |
|                    |                 | Philippines     | -.5454                | .18166     | .993  |
|                    |                 | France          | -.6381                | .17030     | .900  |
|                    |                 | Germany         | -.2233                | .17507     | 1.000 |
|                    |                 | India           | -.6778                | .17708     | .876  |
|                    |                 | Indonesia       | -1.0503               | .22267     | .446  |
|                    |                 | Japan           | -.3110                | .15174     | 1.000 |
|                    |                 | Malaysia        | -.3753                | .18569     | 1.000 |
|                    |                 | Mexico          | -.2495                | .18873     | 1.000 |
|                    |                 | Poland          | .2187                 | .17871     | 1.000 |
|                    |                 | Russia          | -.0152                | .19590     | 1.000 |
|                    |                 | Singapore       | -.5976                | .15903     | .897  |
|                    |                 | Spain           | .0407                 | .22471     | 1.000 |
| Turkey             | -.6154          | .17413          | .946                  |            |       |
| Venezuela          | .0689           | .17815          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 18 Indirect        | Turkey          | America         | .2933                 | .12436     | 1.000 |
|                    |                 | Argentina       | .7219                 | .17471     | .759  |
|                    |                 | Australia       | .5074                 | .22108     | 1.000 |
|                    |                 | Brazil          | .4820                 | .14144     | .965  |
|                    |                 | GB              | .1401                 | .13685     | 1.000 |
|                    |                 | Canada          | .0983                 | .18787     | 1.000 |
|                    |                 | China           | .3466                 | .21515     | 1.000 |
|                    |                 | Netherlands     | -.0358                | .15280     | 1.000 |
|                    |                 | Philippines     | .0700                 | .17716     | 1.000 |
|                    |                 | France          | -.0228                | .16549     | 1.000 |
|                    |                 | Germany         | .3920                 | .17040     | 1.000 |
|                    |                 | India           | -.0624                | .17246     | 1.000 |
|                    |                 | Indonesia       | -.4349                | .21902     | 1.000 |
|                    |                 | Japan           | .3044                 | .14632     | 1.000 |
|                    |                 | Malaysia        | .2401                 | .18129     | 1.000 |
|                    |                 | Mexico          | .3659                 | .18441     | 1.000 |
|                    |                 | Poland          | .8341                 | .17413     | .405  |
|                    |                 | Russia          | .6001                 | .19174     | .988  |
|                    |                 | Singapore       | .0178                 | .15387     | 1.000 |
|                    |                 | Spain           | .6561                 | .22108     | .994  |
| Switzerland        | .6154           | .17413          | .946                  |            |       |
| Venezuela          | .6843           | .17356          | .837                  |            |       |
|                    | Venezuela       | America         | -.3910                | .12994     | .993  |
|                    |                 | Argentina       | .0377                 | .17872     | 1.000 |
|                    |                 | Australia       | -.1768                | .22427     | 1.000 |
|                    |                 | Brazil          | -.2023                | .14637     | 1.000 |
|                    |                 | GB              | -.5442                | .14193     | .874  |
|                    |                 | Canada          | -.5860                | .19160     | .991  |
|                    |                 | China           | -.3377                | .21842     | 1.000 |
|                    |                 | Netherlands     | -.7200                | .15737     | .525  |
|                    |                 | Philippines     | -.6143                | .18112     | .967  |
|                    |                 | France          | -.7070                | .16972     | .743  |
|                    |                 | Germany         | -.2923                | .17451     | 1.000 |
|                    |                 | India           | -.7467                | .17653     | .712  |
|                    |                 | Indonesia       | -1.1192               | .22223     | .281  |
|                    |                 | Japan           | -.3799                | .15109     | 1.000 |
|                    |                 | Malaysia        | -.4442                | .18516     | 1.000 |
|                    |                 | Mexico          | -.3184                | .18821     | 1.000 |
|                    |                 | Poland          | .1498                 | .17815     | 1.000 |
|                    |                 | Russia          | -.0841                | .19540     | 1.000 |
|                    |                 | Singapore       | -.6665                | .15841     | .723  |
|                    |                 | Spain           | -.0282                | .22427     | 1.000 |
| Switzerland        | -.0689          | .17815          | 1.000                 |            |       |
| Turkey             | -.6843          | .17356          | .837                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | America         | Argentina       | -.0881                | .09947     | 1.000 |
|                    |                 | Australia       | .1637                 | .14283     | 1.000 |
|                    |                 | Brazil          | .0320                 | .06223     | 1.000 |
|                    |                 | GB              | .2313                 | .05605     | .761  |
|                    |                 | Canada          | .1295                 | .11236     | 1.000 |
|                    |                 | China           | .1603                 | .13754     | 1.000 |
|                    |                 | Netherlands     | .1075                 | .07607     | 1.000 |
|                    |                 | Philippines     | -.0581                | .10192     | 1.000 |
|                    |                 | France          | .4460                 | .08999     | .319  |
|                    |                 | Germany         | .1359                 | .09509     | 1.000 |
|                    |                 | India           | .0443                 | .09720     | 1.000 |
|                    |                 | Indonesia       | .3774                 | .14100     | .999  |
|                    |                 | Japan           | .5947*                | .06839     | .000  |
|                    |                 | Malaysia        | .0896                 | .10599     | 1.000 |
|                    |                 | Mexico          | .1891                 | .10903     | 1.000 |
|                    |                 | Poland          | .3322                 | .09888     | .970  |
|                    |                 | Russia          | .0221                 | .11604     | 1.000 |
|                    |                 | Singapore       | .1995                 | .07730     | .999  |
|                    |                 | Spain           | .1028                 | .14283     | 1.000 |
|                    |                 | Switzerland     | .0853                 | .09888     | 1.000 |
| Turkey             | -.1417          | .09409          | 1.000                 |            |       |
| Venezuela          | -.1962          | .09831          | 1.000                 |            |       |
|                    | Argentina       | America         | .0881                 | .09947     | 1.000 |
|                    |                 | Australia       | .2518                 | .17035     | 1.000 |
|                    |                 | Brazil          | .1201                 | .11177     | 1.000 |
|                    |                 | GB              | .3195                 | .10845     | .995  |
|                    |                 | Canada          | .2177                 | .14575     | 1.000 |
|                    |                 | China           | .2484                 | .16595     | 1.000 |
|                    |                 | Netherlands     | .1956                 | .12003     | 1.000 |
|                    |                 | Philippines     | .0301                 | .13786     | 1.000 |
|                    |                 | France          | .5341                 | .12930     | .759  |
|                    |                 | Germany         | .2240                 | .13290     | 1.000 |
|                    |                 | India           | .1325                 | .13441     | 1.000 |
|                    |                 | Indonesia       | .4655                 | .16882     | .998  |
|                    |                 | Japan           | .6828*                | .11531     | .039  |
|                    |                 | Malaysia        | .1778                 | .14091     | 1.000 |
|                    |                 | Mexico          | .2773                 | .14320     | 1.000 |
|                    |                 | Poland          | .4203                 | .13564     | .989  |
|                    |                 | Russia          | .1103                 | .14861     | 1.000 |
|                    |                 | Singapore       | .2877                 | .12081     | 1.000 |
|                    |                 | Spain           | .1910                 | .17035     | 1.000 |
|                    |                 | Switzerland     | .1734                 | .13564     | 1.000 |
| Turkey             | -.0535          | .13218          | 1.000                 |            |       |
| Venezuela          | -.1081          | .13522          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Australia       | America         | -.1637                | .14283     | 1.000 |
|                    |                 | Argentina       | -.2518                | .17035     | 1.000 |
|                    |                 | Brazil          | -.1317                | .15166     | 1.000 |
|                    |                 | GB              | .0677                 | .14922     | 1.000 |
|                    |                 | Canada          | -.0341                | .17819     | 1.000 |
|                    |                 | China           | -.0034                | .19505     | 1.000 |
|                    |                 | Netherlands     | -.0562                | .15784     | 1.000 |
|                    |                 | Philippines     | -.2217                | .17180     | 1.000 |
|                    |                 | France          | .2823                 | .16500     | 1.000 |
|                    |                 | Germany         | -.0278                | .16784     | 1.000 |
|                    |                 | India           | -.1193                | .16904     | 1.000 |
|                    |                 | Indonesia       | .2137                 | .19750     | 1.000 |
|                    |                 | Japan           | .4310                 | .15428     | .998  |
|                    |                 | Malaysia        | -.0740                | .17425     | 1.000 |
|                    |                 | Mexico          | .0255                 | .17611     | 1.000 |
|                    |                 | Poland          | .1685                 | .17001     | 1.000 |
|                    |                 | Russia          | -.1415                | .18053     | 1.000 |
|                    |                 | Singapore       | .0359                 | .15843     | 1.000 |
|                    |                 | Spain           | -.0608                | .19881     | 1.000 |
|                    |                 | Switzerland     | -.0784                | .17001     | 1.000 |
| Turkey             | -.3053          | .16727          | 1.000                 |            |       |
| Venezuela          | -.3599          | .16968          | 1.000                 |            |       |
|                    | Brazil          | America         | -.0320                | .06223     | 1.000 |
|                    |                 | Argentina       | -.1201                | .11177     | 1.000 |
|                    |                 | Australia       | .1317                 | .15166     | 1.000 |
|                    |                 | GB              | .1994                 | .07576     | .999  |
|                    |                 | Canada          | .0976                 | .12338     | 1.000 |
|                    |                 | China           | .1283                 | .14669     | 1.000 |
|                    |                 | Netherlands     | .0755                 | .09157     | 1.000 |
|                    |                 | Philippines     | -.0900                | .11395     | 1.000 |
|                    |                 | France          | .4140                 | .10343     | .814  |
|                    |                 | Germany         | .1039                 | .10789     | 1.000 |
|                    |                 | India           | .0124                 | .10975     | 1.000 |
|                    |                 | Indonesia       | .3454                 | .14993     | 1.000 |
|                    |                 | Japan           | .5627*                | .08530     | .004  |
|                    |                 | Malaysia        | .0577                 | .11762     | 1.000 |
|                    |                 | Mexico          | .1572                 | .12036     | 1.000 |
|                    |                 | Poland          | .3002                 | .11125     | .999  |
|                    |                 | Russia          | -.0098                | .12675     | 1.000 |
|                    |                 | Singapore       | .1676                 | .09259     | 1.000 |
|                    |                 | Spain           | .0709                 | .15166     | 1.000 |
|                    |                 | Switzerland     | .0533                 | .11125     | 1.000 |
| Turkey             | -.1736          | .10701          | 1.000                 |            |       |
| Venezuela          | -.2282          | .11074          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | GB              | America         | -.2313                | .05605     | .761  |
|                    |                 | Argentina       | -.3195                | .10845     | .995  |
|                    |                 | Australia       | -.0677                | .14922     | 1.000 |
|                    |                 | Brazil          | -.1994                | .07576     | .999  |
|                    |                 | Canada          | -.1018                | .12038     | 1.000 |
|                    |                 | China           | -.0711                | .14417     | 1.000 |
|                    |                 | Netherlands     | -.1239                | .08749     | 1.000 |
|                    |                 | Philippines     | -.2894                | .11070     | .999  |
|                    |                 | France          | .2147                 | .09983     | 1.000 |
|                    |                 | Germany         | -.0955                | .10445     | 1.000 |
|                    |                 | India           | -.1870                | .10637     | 1.000 |
|                    |                 | Indonesia       | .1460                 | .14747     | 1.000 |
|                    |                 | Japan           | .3633                 | .08090     | .572  |
|                    |                 | Malaysia        | -.1417                | .11446     | 1.000 |
|                    |                 | Mexico          | -.0422                | .11728     | 1.000 |
|                    |                 | Poland          | .1008                 | .10791     | 1.000 |
|                    |                 | Russia          | -.2092                | .12383     | 1.000 |
|                    |                 | Singapore       | -.0318                | .08855     | 1.000 |
|                    |                 | Spain           | -.1285                | .14922     | 1.000 |
|                    |                 | Switzerland     | -.1461                | .10791     | 1.000 |
| Turkey             | -.3730          | .10354          | .933                  |            |       |
| Venezuela          | -.4275          | .10739          | .823                  |            |       |
|                    | Canada          | America         | -.1295                | .11236     | 1.000 |
|                    |                 | Argentina       | -.2177                | .14575     | 1.000 |
|                    |                 | Australia       | .0341                 | .17819     | 1.000 |
|                    |                 | Brazil          | -.0976                | .12338     | 1.000 |
|                    |                 | GB              | .1018                 | .12038     | 1.000 |
|                    |                 | China           | .0307                 | .17398     | 1.000 |
|                    |                 | Netherlands     | -.0221                | .13091     | 1.000 |
|                    |                 | Philippines     | -.1876                | .14744     | 1.000 |
|                    |                 | France          | .3165                 | .13946     | 1.000 |
|                    |                 | Germany         | .0063                 | .14280     | 1.000 |
|                    |                 | India           | -.0852                | .14422     | 1.000 |
|                    |                 | Indonesia       | .2478                 | .17672     | 1.000 |
|                    |                 | Japan           | .4651                 | .12660     | .918  |
|                    |                 | Malaysia        | -.0399                | .15029     | 1.000 |
|                    |                 | Mexico          | .0596                 | .15244     | 1.000 |
|                    |                 | Poland          | .2026                 | .14536     | 1.000 |
|                    |                 | Russia          | -.1074                | .15753     | 1.000 |
|                    |                 | Singapore       | .0700                 | .13163     | 1.000 |
|                    |                 | Spain           | -.0267                | .17819     | 1.000 |
|                    |                 | Switzerland     | -.0443                | .14536     | 1.000 |
| Turkey             | -.2712          | .14214          | 1.000                 |            |       |
| Venezuela          | -.3257          | .14497          | 1.000                 |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | China           | America         | -.1603                | .13754     | 1.000 |
|                    |                 | Argentina       | -.2484                | .16595     | 1.000 |
|                    |                 | Australia       | .0034                 | .19505     | 1.000 |
|                    |                 | Brazil          | -.1283                | .14669     | 1.000 |
|                    |                 | GB              | .0711                 | .14417     | 1.000 |
|                    |                 | Canada          | -.0307                | .17398     | 1.000 |
|                    |                 | Netherlands     | -.0528                | .15307     | 1.000 |
|                    |                 | Philippines     | -.2183                | .16743     | 1.000 |
|                    |                 | France          | .2857                 | .16045     | 1.000 |
|                    |                 | Germany         | -.0244                | .16336     | 1.000 |
|                    |                 | India           | -.1160                | .16460     | 1.000 |
|                    |                 | Indonesia       | .2171                 | .19371     | 1.000 |
|                    |                 | Japan           | .4344                 | .14940     | .996  |
|                    |                 | Malaysia        | -.0707                | .16994     | 1.000 |
|                    |                 | Mexico          | .0288                 | .17185     | 1.000 |
|                    |                 | Poland          | .1719                 | .16560     | 1.000 |
|                    |                 | Russia          | -.1382                | .17638     | 1.000 |
|                    |                 | Singapore       | .0392                 | .15368     | 1.000 |
|                    |                 | Spain           | -.0574                | .19505     | 1.000 |
|                    |                 | Switzerland     | -.0750                | .16560     | 1.000 |
| Turkey             | -.3020          | .16278          | 1.000                 |            |       |
| Venezuela          | -.3565          | .16525          | 1.000                 |            |       |
|                    | Netherlands     | America         | -.1075                | .07607     | 1.000 |
|                    |                 | Argentina       | -.1956                | .12003     | 1.000 |
|                    |                 | Australia       | .0562                 | .15784     | 1.000 |
|                    |                 | Brazil          | -.0755                | .09157     | 1.000 |
|                    |                 | GB              | .1239                 | .08749     | 1.000 |
|                    |                 | Canada          | .0221                 | .13091     | 1.000 |
|                    |                 | China           | .0528                 | .15307     | 1.000 |
|                    |                 | Philippines     | -.1655                | .12206     | 1.000 |
|                    |                 | France          | .3385                 | .11230     | .993  |
|                    |                 | Germany         | .0284                 | .11643     | 1.000 |
|                    |                 | India           | -.0631                | .11815     | 1.000 |
|                    |                 | Indonesia       | .2699                 | .15618     | 1.000 |
|                    |                 | Japan           | .4872                 | .09586     | .260  |
|                    |                 | Malaysia        | -.0178                | .12549     | 1.000 |
|                    |                 | Mexico          | .0817                 | .12806     | 1.000 |
|                    |                 | Poland          | .2247                 | .11954     | 1.000 |
|                    |                 | Russia          | -.0853                | .13408     | 1.000 |
|                    |                 | Singapore       | .0921                 | .10241     | 1.000 |
|                    |                 | Spain           | -.0046                | .15784     | 1.000 |
|                    |                 | Switzerland     | -.0222                | .11954     | 1.000 |
| Turkey             | -.2491          | .11561          | 1.000                 |            |       |
| Venezuela          | -.3037          | .11907          | .999                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Philippines     | America         | .0581                 | .10192     | 1.000 |
|                    |                 | Argentina       | -.0301                | .13786     | 1.000 |
|                    |                 | Australia       | .2217                 | .17180     | 1.000 |
|                    |                 | Brazil          | .0900                 | .11395     | 1.000 |
|                    |                 | GB              | .2894                 | .11070     | .999  |
|                    |                 | Canada          | .1876                 | .14744     | 1.000 |
|                    |                 | China           | .2183                 | .16743     | 1.000 |
|                    |                 | Netherlands     | .1655                 | .12206     | 1.000 |
|                    |                 | France          | .5040                 | .13119     | .872  |
|                    |                 | Germany         | .1939                 | .13474     | 1.000 |
|                    |                 | India           | .1024                 | .13624     | 1.000 |
|                    |                 | Indonesia       | .4354                 | .17028     | .999  |
|                    |                 | Japan           | .6527                 | .11743     | .099  |
|                    |                 | Malaysia        | .1477                 | .14265     | 1.000 |
|                    |                 | Mexico          | .2472                 | .14491     | 1.000 |
|                    |                 | Poland          | .3902                 | .13744     | .997  |
|                    |                 | Russia          | .0802                 | .15026     | 1.000 |
|                    |                 | Singapore       | .2576                 | .12283     | 1.000 |
|                    |                 | Spain           | .1609                 | .17180     | 1.000 |
|                    |                 | Switzerland     | .1433                 | .13744     | 1.000 |
| Turkey             | -.0836          | .13404          | 1.000                 |            |       |
| Venezuela          | -.1381          | .13703          | 1.000                 |            |       |
|                    | France          | America         | -.4460                | .08999     | .319  |
|                    |                 | Argentina       | -.5341                | .12930     | .759  |
|                    |                 | Australia       | -.2823                | .16500     | 1.000 |
|                    |                 | Brazil          | -.4140                | .10343     | .814  |
|                    |                 | GB              | -.2147                | .09983     | 1.000 |
|                    |                 | Canada          | -.3165                | .13946     | 1.000 |
|                    |                 | China           | -.2857                | .16045     | 1.000 |
|                    |                 | Netherlands     | -.3385                | .11230     | .993  |
|                    |                 | Philippines     | -.5040                | .13119     | .872  |
|                    |                 | Germany         | -.3101                | .12596     | 1.000 |
|                    |                 | India           | -.4017                | .12756     | .987  |
|                    |                 | Indonesia       | -.0686                | .16342     | 1.000 |
|                    |                 | Japan           | .1487                 | .10725     | 1.000 |
|                    |                 | Malaysia        | -.3564                | .13439     | .999  |
|                    |                 | Mexico          | -.2569                | .13679     | 1.000 |
|                    |                 | Poland          | -.1138                | .12885     | 1.000 |
|                    |                 | Russia          | -.4239                | .14245     | .994  |
|                    |                 | Singapore       | -.2465                | .11313     | 1.000 |
|                    |                 | Spain           | -.3431                | .16500     | 1.000 |
|                    |                 | Switzerland     | -.3607                | .12885     | .998  |
| Turkey             | -.5877          | .12521          | .459                  |            |       |
| Venezuela          | -.6422          | .12841          | .297                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Germany         | America         | -.1359                | .09509     | 1.000 |
|                    |                 | Argentina       | -.2240                | .13290     | 1.000 |
|                    |                 | Australia       | .0278                 | .16784     | 1.000 |
|                    |                 | Brazil          | -.1039                | .10789     | 1.000 |
|                    |                 | GB              | .0955                 | .10445     | 1.000 |
|                    |                 | Canada          | -.0063                | .14280     | 1.000 |
|                    |                 | China           | .0244                 | .16336     | 1.000 |
|                    |                 | Netherlands     | -.0284                | .11643     | 1.000 |
|                    |                 | Philippines     | -.1939                | .13474     | 1.000 |
|                    |                 | France          | .3101                 | .12596     | 1.000 |
|                    |                 | India           | -.0915                | .13121     | 1.000 |
|                    |                 | Indonesia       | .2415                 | .16628     | 1.000 |
|                    |                 | Japan           | .4588                 | .11156     | .768  |
|                    |                 | Malaysia        | -.0462                | .13785     | 1.000 |
|                    |                 | Mexico          | .0533                 | .14020     | 1.000 |
|                    |                 | Poland          | .1963                 | .13246     | 1.000 |
|                    |                 | Russia          | -.1137                | .14572     | 1.000 |
|                    |                 | Singapore       | .0637                 | .11723     | 1.000 |
|                    |                 | Spain           | -.0330                | .16784     | 1.000 |
|                    |                 | Switzerland     | -.0506                | .13246     | 1.000 |
| Turkey             | -.2775          | .12892          | 1.000                 |            |       |
| Venezuela          | -.3321          | .13203          | 1.000                 |            |       |
|                    | India           | America         | -.0443                | .09720     | 1.000 |
|                    |                 | Argentina       | -.1325                | .13441     | 1.000 |
|                    |                 | Australia       | .1193                 | .16904     | 1.000 |
|                    |                 | Brazil          | -.0124                | .10975     | 1.000 |
|                    |                 | GB              | .1870                 | .10637     | 1.000 |
|                    |                 | Canada          | .0852                 | .14422     | 1.000 |
|                    |                 | China           | .1160                 | .16460     | 1.000 |
|                    |                 | Netherlands     | .0631                 | .11815     | 1.000 |
|                    |                 | Philippines     | -.1024                | .13624     | 1.000 |
|                    |                 | France          | .4017                 | .12756     | .987  |
|                    |                 | Germany         | .0915                 | .13121     | 1.000 |
|                    |                 | Indonesia       | .3331                 | .16749     | 1.000 |
|                    |                 | Japan           | .5504                 | .11336     | .371  |
|                    |                 | Malaysia        | .0453                 | .13931     | 1.000 |
|                    |                 | Mexico          | .1448                 | .14163     | 1.000 |
|                    |                 | Poland          | .2878                 | .13398     | 1.000 |
|                    |                 | Russia          | -.0222                | .14710     | 1.000 |
|                    |                 | Singapore       | .1552                 | .11895     | 1.000 |
|                    |                 | Spain           | .0585                 | .16904     | 1.000 |
|                    |                 | Switzerland     | .0410                 | .13398     | 1.000 |
| Turkey             | -.1860          | .13049          | 1.000                 |            |       |
| Venezuela          | -.2405          | .13356          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Indonesia       | America         | -.3774                | .14100     | .999  |
|                    |                 | Argentina       | -.4655                | .16882     | .998  |
|                    |                 | Australia       | -.2137                | .19750     | 1.000 |
|                    |                 | Brazil          | -.3454                | .14993     | 1.000 |
|                    |                 | GB              | -.1460                | .14747     | 1.000 |
|                    |                 | Canada          | -.2478                | .17672     | 1.000 |
|                    |                 | China           | -.2171                | .19371     | 1.000 |
|                    |                 | Netherlands     | -.2699                | .15618     | 1.000 |
|                    |                 | Philippines     | -.4354                | .17028     | .999  |
|                    |                 | France          | .0686                 | .16342     | 1.000 |
|                    |                 | Germany         | -.2415                | .16628     | 1.000 |
|                    |                 | India           | -.3331                | .16749     | 1.000 |
|                    |                 | Japan           | .2173                 | .15259     | 1.000 |
|                    |                 | Malaysia        | -.2878                | .17275     | 1.000 |
|                    |                 | Mexico          | -.1883                | .17462     | 1.000 |
|                    |                 | Poland          | -.0452                | .16848     | 1.000 |
|                    |                 | Russia          | -.3553                | .17909     | 1.000 |
|                    |                 | Singapore       | -.1779                | .15678     | 1.000 |
|                    |                 | Spain           | -.2745                | .19750     | 1.000 |
|                    |                 | Switzerland     | -.2921                | .16848     | 1.000 |
| Turkey             | -.5191          | .16571          | .988                  |            |       |
| Venezuela          | -.5736          | .16814          | .964                  |            |       |
| 19 Team Building   | Japan           | America         | -.5947*               | .06839     | .000  |
|                    |                 | Argentina       | -.6828*               | .11531     | .039  |
|                    |                 | Australia       | -.4310                | .15428     | .998  |
|                    |                 | Brazil          | -.5627*               | .08530     | .004  |
|                    |                 | GB              | -.3633                | .08090     | .572  |
|                    |                 | Canada          | -.4651                | .12660     | .918  |
|                    |                 | China           | -.4344                | .14940     | .996  |
|                    |                 | Netherlands     | -.4872                | .09586     | .260  |
|                    |                 | Philippines     | -.6527                | .11743     | .099  |
|                    |                 | France          | -.1487                | .10725     | 1.000 |
|                    |                 | Germany         | -.4588                | .11156     | .768  |
|                    |                 | India           | -.5504                | .11336     | .371  |
|                    |                 | Indonesia       | -.2173                | .15259     | 1.000 |
|                    |                 | Malaysia        | -.5050                | .12099     | .739  |
|                    |                 | Mexico          | -.4055                | .12365     | .978  |
|                    |                 | Poland          | -.2625                | .11481     | 1.000 |
|                    |                 | Russia          | -.5726                | .12988     | .618  |
|                    |                 | Singapore       | -.3952                | .09684     | .782  |
|                    |                 | Spain           | -.4918                | .15428     | .985  |
|                    |                 | Switzerland     | -.5094                | .11481     | .603  |
| Turkey             | -.7364*         | .11071          | .003                  |            |       |
| Venezuela          | -.7909*         | .11432          | .001                  |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 19 Team Building   | Malaysia        | America         | -.0896                | .10599     | 1.000  |       |
|                    |                 | Argentina       | -.1778                | .14091     | 1.000  |       |
|                    |                 | Australia       | .0740                 | .17425     | 1.000  |       |
|                    |                 | Brazil          | -.0577                | .11762     | 1.000  |       |
|                    |                 | GB              | .1417                 | .11446     | 1.000  |       |
|                    |                 | Canada          | .0399                 | .15029     | 1.000  |       |
|                    |                 | China           | .0707                 | .16994     | 1.000  |       |
|                    |                 | Netherlands     | .0178                 | .12549     | 1.000  |       |
|                    |                 | Philippines     | -.1477                | .14265     | 1.000  |       |
|                    |                 | France          | .3564                 | .13439     | .999   |       |
|                    |                 | Germany         | .0462                 | .13785     | 1.000  |       |
|                    |                 | India           | -.0453                | .13931     | 1.000  |       |
|                    |                 | Indonesia       | .2878                 | .17275     | 1.000  |       |
|                    |                 | Japan           | .5050                 | .12099     | .739   |       |
|                    |                 | Mexico          | .0995                 | .14781     | 1.000  |       |
|                    |                 | Poland          | .2425                 | .14049     | 1.000  |       |
|                    |                 | Russia          | -.0675                | .15306     | 1.000  |       |
|                    | Singapore       | .1099           | .12624                | 1.000      |        |       |
|                    | Spain           | .0132           | .17425                | 1.000      |        |       |
|                    | Switzerland     | -.0043          | .14049                | 1.000      |        |       |
|                    | Turkey          | -.2313          | .13717                | 1.000      |        |       |
|                    | Venezuela       | -.2858          | .14009                | 1.000      |        |       |
|                    |                 | Mexico          | America               | -.1891     | .10903 | 1.000 |
|                    |                 |                 | Argentina             | -.2773     | .14320 | 1.000 |
|                    |                 |                 | Australia             | -.0255     | .17611 | 1.000 |
|                    |                 |                 | Brazil                | -.1572     | .12036 | 1.000 |
|                    |                 |                 | GB                    | .0422      | .11728 | 1.000 |
|                    |                 |                 | Canada                | -.0596     | .15244 | 1.000 |
|                    |                 |                 | China                 | -.0288     | .17185 | 1.000 |
|                    |                 |                 | Netherlands           | -.0817     | .12806 | 1.000 |
|                    |                 |                 | Philippines           | -.2472     | .14491 | 1.000 |
|                    |                 |                 | France                | .2569      | .13679 | 1.000 |
|                    |                 |                 | Germany               | -.0533     | .14020 | 1.000 |
|                    | India           |                 | -.1448                | .14163     | 1.000  |       |
|                    | Indonesia       |                 | .1883                 | .17462     | 1.000  |       |
|                    | Japan           |                 | .4055                 | .12365     | .978   |       |
|                    | Malaysia        |                 | -.0995                | .14781     | 1.000  |       |
|                    | Poland          |                 | .1430                 | .14280     | 1.000  |       |
|                    | Russia          | -.1670          | .15517                | 1.000      |        |       |
|                    | Singapore       | .0104           | .12879                | 1.000      |        |       |
|                    | Spain           | -.0863          | .17611                | 1.000      |        |       |
|                    | Switzerland     | -.1038          | .14280                | 1.000      |        |       |
|                    | Turkey          | -.3308          | .13952                | 1.000      |        |       |
|                    | Venezuela       | -.3853          | .14240                | .999       |        |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Poland          | America         | -.3322                | .09888     | .970  |
|                    |                 | Argentina       | -.4203                | .13564     | .989  |
|                    |                 | Australia       | -.1685                | .17001     | 1.000 |
|                    |                 | Brazil          | -.3002                | .11125     | .999  |
|                    |                 | GB              | -.1008                | .10791     | 1.000 |
|                    |                 | Canada          | -.2026                | .14536     | 1.000 |
|                    |                 | China           | -.1719                | .16560     | 1.000 |
|                    |                 | Netherlands     | -.2247                | .11954     | 1.000 |
|                    |                 | Philippines     | -.3902                | .13744     | .997  |
|                    |                 | France          | .1138                 | .12885     | 1.000 |
|                    |                 | Germany         | -.1963                | .13246     | 1.000 |
|                    |                 | India           | -.2878                | .13398     | 1.000 |
|                    |                 | Indonesia       | .0452                 | .16848     | 1.000 |
|                    |                 | Japan           | .2625                 | .11481     | 1.000 |
|                    |                 | Malaysia        | -.2425                | .14049     | 1.000 |
|                    |                 | Mexico          | -.1430                | .14280     | 1.000 |
|                    |                 | Russia          | -.3100                | .14822     | 1.000 |
|                    |                 | Singapore       | -.1326                | .12033     | 1.000 |
|                    |                 | Spain           | -.2293                | .17001     | 1.000 |
|                    |                 | Switzerland     | -.2469                | .13521     | 1.000 |
| Turkey             | -.4738          | .13175          | .935                  |            |       |
| Venezuela          | -.5284          | .13479          | .846                  |            |       |
|                    | Russia          | America         | -.0221                | .11604     | 1.000 |
|                    |                 | Argentina       | -.1103                | .14861     | 1.000 |
|                    |                 | Australia       | .1415                 | .18053     | 1.000 |
|                    |                 | Brazil          | .0098                 | .12675     | 1.000 |
|                    |                 | GB              | .2092                 | .12383     | 1.000 |
|                    |                 | Canada          | .1074                 | .15753     | 1.000 |
|                    |                 | China           | .1382                 | .17638     | 1.000 |
|                    |                 | Netherlands     | .0853                 | .13408     | 1.000 |
|                    |                 | Philippines     | -.0802                | .15026     | 1.000 |
|                    |                 | France          | .4239                 | .14245     | .994  |
|                    |                 | Germany         | .1137                 | .14572     | 1.000 |
|                    |                 | India           | .0222                 | .14710     | 1.000 |
|                    |                 | Indonesia       | .3553                 | .17909     | 1.000 |
|                    |                 | Japan           | .5726                 | .12988     | .618  |
|                    |                 | Malaysia        | .0675                 | .15306     | 1.000 |
|                    |                 | Mexico          | .1670                 | .15517     | 1.000 |
|                    |                 | Poland          | .3100                 | .14822     | 1.000 |
|                    |                 | Singapore       | .1774                 | .13478     | 1.000 |
|                    |                 | Spain           | .0807                 | .18053     | 1.000 |
|                    |                 | Switzerland     | .0632                 | .14822     | 1.000 |
| Turkey             | -.1638          | .14507          | 1.000                 |            |       |
| Venezuela          | -.2183          | .14784          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Singapore       | America         | -.1995                | .07730     | .999  |
|                    |                 | Argentina       | -.2877                | .12081     | 1.000 |
|                    |                 | Australia       | -.0359                | .15843     | 1.000 |
|                    |                 | Brazil          | -.1676                | .09259     | 1.000 |
|                    |                 | GB              | .0318                 | .08855     | 1.000 |
|                    |                 | Canada          | -.0700                | .13163     | 1.000 |
|                    |                 | China           | -.0392                | .15368     | 1.000 |
|                    |                 | Netherlands     | -.0921                | .10241     | 1.000 |
|                    |                 | Philippines     | -.2576                | .12283     | 1.000 |
|                    |                 | France          | .2465                 | .11313     | 1.000 |
|                    |                 | Germany         | -.0637                | .11723     | 1.000 |
|                    |                 | India           | -.1552                | .11895     | 1.000 |
|                    |                 | Indonesia       | .1779                 | .15678     | 1.000 |
|                    |                 | Japan           | .3952                 | .09684     | .782  |
|                    |                 | Malaysia        | -.1099                | .12624     | 1.000 |
|                    |                 | Mexico          | -.0104                | .12879     | 1.000 |
|                    |                 | Poland          | .1326                 | .12033     | 1.000 |
|                    |                 | Russia          | -.1774                | .13478     | 1.000 |
|                    |                 | Spain           | -.0967                | .15843     | 1.000 |
|                    |                 | Switzerland     | -.1142                | .12033     | 1.000 |
| Turkey             | -.3412          | .11642          | .995                  |            |       |
| Venezuela          | -.3957          | .11986          | .976                  |            |       |
|                    | Spain           | America         | -.1028                | .14283     | 1.000 |
|                    |                 | Argentina       | -.1910                | .17035     | 1.000 |
|                    |                 | Australia       | .0608                 | .19881     | 1.000 |
|                    |                 | Brazil          | -.0709                | .15166     | 1.000 |
|                    |                 | GB              | .1285                 | .14922     | 1.000 |
|                    |                 | Canada          | .0267                 | .17819     | 1.000 |
|                    |                 | China           | .0574                 | .19505     | 1.000 |
|                    |                 | Netherlands     | .0046                 | .15784     | 1.000 |
|                    |                 | Philippines     | -.1609                | .17180     | 1.000 |
|                    |                 | France          | .3431                 | .16500     | 1.000 |
|                    |                 | Germany         | .0330                 | .16784     | 1.000 |
|                    |                 | India           | -.0585                | .16904     | 1.000 |
|                    |                 | Indonesia       | .2745                 | .19750     | 1.000 |
|                    |                 | Japan           | .4918                 | .15428     | .985  |
|                    |                 | Malaysia        | -.0132                | .17425     | 1.000 |
|                    |                 | Mexico          | .0863                 | .17611     | 1.000 |
|                    |                 | Poland          | .2293                 | .17001     | 1.000 |
|                    |                 | Russia          | -.0807                | .18053     | 1.000 |
|                    |                 | Singapore       | .0967                 | .15843     | 1.000 |
|                    |                 | Switzerland     | -.0176                | .17001     | 1.000 |
| Turkey             | -.2445          | .16727          | 1.000                 |            |       |
| Venezuela          | -.2990          | .16968          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Switzerland     | America         | -.0853                | .09888     | 1.000 |
|                    |                 | Argentina       | -.1734                | .13564     | 1.000 |
|                    |                 | Australia       | .0784                 | .17001     | 1.000 |
|                    |                 | Brazil          | -.0533                | .11125     | 1.000 |
|                    |                 | GB              | .1461                 | .10791     | 1.000 |
|                    |                 | Canada          | .0443                 | .14536     | 1.000 |
|                    |                 | China           | .0750                 | .16560     | 1.000 |
|                    |                 | Netherlands     | .0222                 | .11954     | 1.000 |
|                    |                 | Philippines     | -.1433                | .13744     | 1.000 |
|                    |                 | France          | .3607                 | .12885     | .998  |
|                    |                 | Germany         | .0506                 | .13246     | 1.000 |
|                    |                 | India           | -.0410                | .13398     | 1.000 |
|                    |                 | Indonesia       | .2921                 | .16848     | 1.000 |
|                    |                 | Japan           | .5094                 | .11481     | .603  |
|                    |                 | Malaysia        | .0043                 | .14049     | 1.000 |
|                    |                 | Mexico          | .1038                 | .14280     | 1.000 |
|                    |                 | Poland          | .2469                 | .13521     | 1.000 |
|                    |                 | Russia          | -.0632                | .14822     | 1.000 |
|                    |                 | Singapore       | .1142                 | .12033     | 1.000 |
|                    |                 | Spain           | .0176                 | .17001     | 1.000 |
| Turkey             | -.2270          | .13175          | 1.000                 |            |       |
| Venezuela          | -.2815          | .13479          | 1.000                 |            |       |
| 19 Team Building   | Turkey          | America         | .1417                 | .09409     | 1.000 |
|                    |                 | Argentina       | .0535                 | .13218     | 1.000 |
|                    |                 | Australia       | .3053                 | .16727     | 1.000 |
|                    |                 | Brazil          | .1736                 | .10701     | 1.000 |
|                    |                 | GB              | .3730                 | .10354     | .933  |
|                    |                 | Canada          | .2712                 | .14214     | 1.000 |
|                    |                 | China           | .3020                 | .16278     | 1.000 |
|                    |                 | Netherlands     | .2491                 | .11561     | 1.000 |
|                    |                 | Philippines     | .0836                 | .13404     | 1.000 |
|                    |                 | France          | .5877                 | .12521     | .459  |
|                    |                 | Germany         | .2775                 | .12892     | 1.000 |
|                    |                 | India           | .1860                 | .13049     | 1.000 |
|                    |                 | Indonesia       | .5191                 | .16571     | .988  |
|                    |                 | Japan           | .7364*                | .11071     | .003  |
|                    |                 | Malaysia        | .2313                 | .13717     | 1.000 |
|                    |                 | Mexico          | .3308                 | .13952     | 1.000 |
|                    |                 | Poland          | .4738                 | .13175     | .935  |
|                    |                 | Russia          | .1638                 | .14507     | 1.000 |
|                    |                 | Singapore       | .3412                 | .11642     | .995  |
|                    |                 | Spain           | .2445                 | .16727     | 1.000 |
| Switzerland        | .2270           | .13175          | 1.000                 |            |       |
| Venezuela          | -.0545          | .13132          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 19 Team Building   | Venezuela       | America         | .1962                 | .09831     | 1.000 |
|                    |                 | Argentina       | .1081                 | .13522     | 1.000 |
|                    |                 | Australia       | .3599                 | .16968     | 1.000 |
|                    |                 | Brazil          | .2282                 | .11074     | 1.000 |
|                    |                 | GB              | .4275                 | .10739     | .823  |
|                    |                 | Canada          | .3257                 | .14497     | 1.000 |
|                    |                 | China           | .3565                 | .16525     | 1.000 |
|                    |                 | Netherlands     | .3037                 | .11907     | .999  |
|                    |                 | Philippines     | .1381                 | .13703     | 1.000 |
|                    |                 | France          | .6422                 | .12841     | .297  |
|                    |                 | Germany         | .3321                 | .13203     | 1.000 |
|                    |                 | India           | .2405                 | .13356     | 1.000 |
|                    |                 | Indonesia       | .5736                 | .16814     | .964  |
|                    |                 | Japan           | .7909*                | .11432     | .001  |
|                    |                 | Malaysia        | .2858                 | .14009     | 1.000 |
|                    |                 | Mexico          | .3853                 | .14240     | .999  |
|                    |                 | Poland          | .5284                 | .13479     | .846  |
|                    |                 | Russia          | .2183                 | .14784     | 1.000 |
|                    |                 | Singapore       | .3957                 | .11986     | .976  |
| Spain              | .2990           | .16968          | 1.000                 |            |       |
| Switzerland        | .2815           | .13479          | 1.000                 |            |       |
| Turkey             | .0545           | .13132          | 1.000                 |            |       |
| 20 Calm            | America         | Argentina       | .3315                 | .11586     | .997  |
|                    |                 | Australia       | -.1392                | .16637     | 1.000 |
|                    |                 | Brazil          | .3019                 | .07249     | .744  |
|                    |                 | GB              | .2397                 | .06528     | .918  |
|                    |                 | Canada          | .0483                 | .13088     | 1.000 |
|                    |                 | China           | .1153                 | .16021     | 1.000 |
|                    |                 | Netherlands     | .0108                 | .08861     | 1.000 |
|                    |                 | Philippines     | .0453                 | .11871     | 1.000 |
|                    |                 | France          | .1578                 | .10482     | 1.000 |
|                    |                 | Germany         | -.2133                | .11076     | 1.000 |
|                    |                 | India           | .1082                 | .11321     | 1.000 |
|                    |                 | Indonesia       | .6460                 | .16423     | .841  |
|                    |                 | Japan           | .1038                 | .07966     | 1.000 |
|                    |                 | Malaysia        | .1334                 | .12346     | 1.000 |
|                    |                 | Mexico          | .0473                 | .12699     | 1.000 |
|                    |                 | Poland          | .2069                 | .11518     | 1.000 |
|                    |                 | Russia          | -.2195                | .13517     | 1.000 |
|                    |                 | Singapore       | .1463                 | .09003     | 1.000 |
|                    |                 | Spain           | .3112                 | .16637     | 1.000 |
| Switzerland        | .1861           | .11518          | 1.000                 |            |       |
| Turkey             | .0170           | .10960          | 1.000                 |            |       |
| Venezuela          | .0361           | .11451          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Argentina       | America         | -.3315                | .11586     | .997  |
|                    |                 | Australia       | -.4707                | .19842     | 1.000 |
|                    |                 | Brazil          | -.0297                | .13019     | 1.000 |
|                    |                 | GB              | -.0918                | .12632     | 1.000 |
|                    |                 | Canada          | -.2832                | .16977     | 1.000 |
|                    |                 | China           | -.2162                | .19329     | 1.000 |
|                    |                 | Netherlands     | -.3207                | .13980     | 1.000 |
|                    |                 | Philippines     | -.2862                | .16058     | 1.000 |
|                    |                 | France          | -.1737                | .15061     | 1.000 |
|                    |                 | Germany         | -.5448                | .15480     | .949  |
|                    |                 | India           | -.2233                | .15656     | 1.000 |
|                    |                 | Indonesia       | .3145                 | .19664     | 1.000 |
|                    |                 | Japan           | -.2278                | .13431     | 1.000 |
|                    |                 | Malaysia        | -.1981                | .16412     | 1.000 |
|                    |                 | Mexico          | -.2842                | .16680     | 1.000 |
|                    |                 | Poland          | -.1246                | .15799     | 1.000 |
|                    |                 | Russia          | -.5510                | .17310     | .985  |
|                    |                 | Singapore       | -.1852                | .14071     | 1.000 |
|                    |                 | Spain           | -.0203                | .19842     | 1.000 |
|                    |                 | Switzerland     | -.1454                | .15799     | 1.000 |
| Turkey             | -.3146          | .15397          | 1.000                 |            |       |
| Venezuela          | -.2955          | .15750          | 1.000                 |            |       |
|                    | Australia       | America         | .1392                 | .16637     | 1.000 |
|                    |                 | Argentina       | .4707                 | .19842     | 1.000 |
|                    |                 | Brazil          | .4411                 | .17665     | 1.000 |
|                    |                 | GB              | .3789                 | .17381     | 1.000 |
|                    |                 | Canada          | .1876                 | .20755     | 1.000 |
|                    |                 | China           | .2545                 | .22719     | 1.000 |
|                    |                 | Netherlands     | .1500                 | .18385     | 1.000 |
|                    |                 | Philippines     | .1845                 | .20011     | 1.000 |
|                    |                 | France          | .2970                 | .19219     | 1.000 |
|                    |                 | Germany         | -.0740                | .19549     | 1.000 |
|                    |                 | India           | .2475                 | .19689     | 1.000 |
|                    |                 | Indonesia       | .7852                 | .23005     | .964  |
|                    |                 | Japan           | .2430                 | .17971     | 1.000 |
|                    |                 | Malaysia        | .2726                 | .20296     | 1.000 |
|                    |                 | Mexico          | .1866                 | .20513     | 1.000 |
|                    |                 | Poland          | .3462                 | .19803     | 1.000 |
|                    |                 | Russia          | -.0803                | .21028     | 1.000 |
|                    |                 | Singapore       | .2855                 | .18454     | 1.000 |
|                    |                 | Spain           | .4505                 | .23158     | 1.000 |
|                    |                 | Switzerland     | .3253                 | .19803     | 1.000 |
| Turkey             | .1562           | .19484          | 1.000                 |            |       |
| Venezuela          | .1753           | .19764          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Brazil          | America         | -.3019                | .07249     | .744  |
|                    |                 | Argentina       | .0297                 | .13019     | 1.000 |
|                    |                 | Australia       | -.4411                | .17665     | 1.000 |
|                    |                 | GB              | -.0621                | .08825     | 1.000 |
|                    |                 | Canada          | -.2535                | .14372     | 1.000 |
|                    |                 | China           | -.1866                | .17086     | 1.000 |
|                    |                 | Netherlands     | -.2910                | .10666     | .998  |
|                    |                 | Philippines     | -.2566                | .13273     | 1.000 |
|                    |                 | France          | -.1441                | .12047     | 1.000 |
|                    |                 | Germany         | -.5151                | .12567     | .774  |
|                    |                 | India           | -.1936                | .12784     | 1.000 |
|                    |                 | Indonesia       | .3441                 | .17464     | 1.000 |
|                    |                 | Japan           | -.1981                | .09935     | 1.000 |
|                    |                 | Malaysia        | -.1685                | .13700     | 1.000 |
|                    |                 | Mexico          | -.2545                | .14019     | 1.000 |
|                    |                 | Poland          | -.0949                | .12958     | 1.000 |
|                    |                 | Russia          | -.5214                | .14763     | .947  |
|                    |                 | Singapore       | -.1556                | .10785     | 1.000 |
|                    |                 | Spain           | .0094                 | .17665     | 1.000 |
|                    |                 | Switzerland     | -.1157                | .12958     | 1.000 |
| Turkey             | -.2849          | .12465          | 1.000                 |            |       |
| Venezuela          | -.2658          | .12899          | 1.000                 |            |       |
|                    | GB              | America         | -.2397                | .06528     | .918  |
|                    |                 | Argentina       | .0918                 | .12632     | 1.000 |
|                    |                 | Australia       | -.3789                | .17381     | 1.000 |
|                    |                 | Brazil          | .0621                 | .08825     | 1.000 |
|                    |                 | Canada          | -.1914                | .14022     | 1.000 |
|                    |                 | China           | -.1244                | .16793     | 1.000 |
|                    |                 | Netherlands     | -.2289                | .10190     | 1.000 |
|                    |                 | Philippines     | -.1944                | .12894     | 1.000 |
|                    |                 | France          | -.0819                | .11628     | 1.000 |
|                    |                 | Germany         | -.4530                | .12166     | .906  |
|                    |                 | India           | -.1315                | .12390     | 1.000 |
|                    |                 | Indonesia       | .4063                 | .17177     | 1.000 |
|                    |                 | Japan           | -.1359                | .09423     | 1.000 |
|                    |                 | Malaysia        | -.1063                | .13333     | 1.000 |
|                    |                 | Mexico          | -.1924                | .13661     | 1.000 |
|                    |                 | Poland          | -.0328                | .12569     | 1.000 |
|                    |                 | Russia          | -.4592                | .14423     | .985  |
|                    |                 | Singapore       | -.0934                | .10315     | 1.000 |
|                    |                 | Spain           | .0715                 | .17381     | 1.000 |
|                    |                 | Switzerland     | -.0536                | .12569     | 1.000 |
| Turkey             | -.2227          | .12060          | 1.000                 |            |       |
| Venezuela          | -.2036          | .12508          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Canada          | America         | -.0483                | .13088     | 1.000 |
|                    |                 | Argentina       | .2832                 | .16977     | 1.000 |
|                    |                 | Australia       | -.1876                | .20755     | 1.000 |
|                    |                 | Brazil          | .2535                 | .14372     | 1.000 |
|                    |                 | GB              | .1914                 | .14022     | 1.000 |
|                    |                 | China           | .0669                 | .20265     | 1.000 |
|                    |                 | Netherlands     | -.0375                | .15248     | 1.000 |
|                    |                 | Philippines     | -.0031                | .17173     | 1.000 |
|                    |                 | France          | .1095                 | .16244     | 1.000 |
|                    |                 | Germany         | -.2616                | .16634     | 1.000 |
|                    |                 | India           | .0599                 | .16798     | 1.000 |
|                    |                 | Indonesia       | .5976                 | .20585     | .996  |
|                    |                 | Japan           | .0554                 | .14746     | 1.000 |
|                    |                 | Malaysia        | .0851                 | .17505     | 1.000 |
|                    |                 | Mexico          | -.0010                | .17756     | 1.000 |
|                    |                 | Poland          | .1586                 | .16931     | 1.000 |
|                    |                 | Russia          | -.2679                | .18349     | 1.000 |
|                    |                 | Singapore       | .0980                 | .15332     | 1.000 |
|                    |                 | Spain           | .2629                 | .20755     | 1.000 |
|                    |                 | Switzerland     | .1378                 | .16931     | 1.000 |
| Turkey             | -.0314          | .16556          | 1.000                 |            |       |
| Venezuela          | -.0123          | .16886          | 1.000                 |            |       |
|                    | China           | America         | -.1153                | .16021     | 1.000 |
|                    |                 | Argentina       | .2162                 | .19329     | 1.000 |
|                    |                 | Australia       | -.2545                | .22719     | 1.000 |
|                    |                 | Brazil          | .1866                 | .17086     | 1.000 |
|                    |                 | GB              | .1244                 | .16793     | 1.000 |
|                    |                 | Canada          | -.0669                | .20265     | 1.000 |
|                    |                 | Netherlands     | -.1045                | .17830     | 1.000 |
|                    |                 | Philippines     | -.0700                | .19502     | 1.000 |
|                    |                 | France          | .0425                 | .18689     | 1.000 |
|                    |                 | Germany         | -.3285                | .19028     | 1.000 |
|                    |                 | India           | -.0070                | .19172     | 1.000 |
|                    |                 | Indonesia       | .5307                 | .22564     | 1.000 |
|                    |                 | Japan           | -.0115                | .17402     | 1.000 |
|                    |                 | Malaysia        | .0181                 | .19794     | 1.000 |
|                    |                 | Mexico          | -.0679                | .20017     | 1.000 |
|                    |                 | Poland          | .0917                 | .19288     | 1.000 |
|                    |                 | Russia          | -.3348                | .20545     | 1.000 |
|                    |                 | Singapore       | .0310                 | .17901     | 1.000 |
|                    |                 | Spain           | .1959                 | .22719     | 1.000 |
|                    |                 | Switzerland     | .0708                 | .19288     | 1.000 |
| Turkey             | -.0983          | .18961          | 1.000                 |            |       |
| Venezuela          | -.0792          | .19249          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Netherlands     | America         | -.0108                | .08861     | 1.000 |
|                    |                 | Argentina       | .3207                 | .13980     | 1.000 |
|                    |                 | Australia       | -.1500                | .18385     | 1.000 |
|                    |                 | Brazil          | .2910                 | .10666     | .998  |
|                    |                 | GB              | .2289                 | .10190     | 1.000 |
|                    |                 | Canada          | .0375                 | .15248     | 1.000 |
|                    |                 | China           | .1045                 | .17830     | 1.000 |
|                    |                 | Philippines     | .0345                 | .14218     | 1.000 |
|                    |                 | France          | .1470                 | .13081     | 1.000 |
|                    |                 | Germany         | -.2241                | .13561     | 1.000 |
|                    |                 | India           | .0974                 | .13762     | 1.000 |
|                    |                 | Indonesia       | .6352                 | .18192     | .953  |
|                    |                 | Japan           | .0929                 | .11166     | 1.000 |
|                    |                 | Malaysia        | .1226                 | .14617     | 1.000 |
|                    |                 | Mexico          | .0365                 | .14916     | 1.000 |
|                    |                 | Poland          | .1961                 | .13924     | 1.000 |
|                    |                 | Russia          | -.2303                | .15618     | 1.000 |
|                    |                 | Singapore       | .1355                 | .11928     | 1.000 |
|                    |                 | Spain           | .3004                 | .18385     | 1.000 |
|                    |                 | Switzerland     | .1753                 | .13924     | 1.000 |
| Turkey             | .0061           | .13466          | 1.000                 |            |       |
| Venezuela          | .0252           | .13869          | 1.000                 |            |       |
|                    | Philippines     | America         | -.0453                | .11871     | 1.000 |
|                    |                 | Argentina       | .2862                 | .16058     | 1.000 |
|                    |                 | Australia       | -.1845                | .20011     | 1.000 |
|                    |                 | Brazil          | .2566                 | .13273     | 1.000 |
|                    |                 | GB              | .1944                 | .12894     | 1.000 |
|                    |                 | Canada          | .0031                 | .17173     | 1.000 |
|                    |                 | China           | .0700                 | .19502     | 1.000 |
|                    |                 | Netherlands     | -.0345                | .14218     | 1.000 |
|                    |                 | France          | .1125                 | .15281     | 1.000 |
|                    |                 | Germany         | -.2585                | .15695     | 1.000 |
|                    |                 | India           | .0630                 | .15869     | 1.000 |
|                    |                 | Indonesia       | .6007                 | .19833     | .992  |
|                    |                 | Japan           | .0585                 | .13678     | 1.000 |
|                    |                 | Malaysia        | .0881                 | .16615     | 1.000 |
|                    |                 | Mexico          | .0021                 | .16879     | 1.000 |
|                    |                 | Poland          | .1617                 | .16009     | 1.000 |
|                    |                 | Russia          | -.2648                | .17503     | 1.000 |
|                    |                 | Singapore       | .1010                 | .14307     | 1.000 |
|                    |                 | Spain           | .2659                 | .20011     | 1.000 |
|                    |                 | Switzerland     | .1408                 | .16009     | 1.000 |
| Turkey             | -.0283          | .15613          | 1.000                 |            |       |
| Venezuela          | -.0092          | .15961          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | France          | America         | -.1578                | .10482     | 1.000 |
|                    |                 | Argentina       | .1737                 | .15061     | 1.000 |
|                    |                 | Australia       | -.2970                | .19219     | 1.000 |
|                    |                 | Brazil          | .1441                 | .12047     | 1.000 |
|                    |                 | GB              | .0819                 | .11628     | 1.000 |
|                    |                 | Canada          | -.1095                | .16244     | 1.000 |
|                    |                 | China           | -.0425                | .18689     | 1.000 |
|                    |                 | Netherlands     | -.1470                | .13081     | 1.000 |
|                    |                 | Philippines     | -.1125                | .15281     | 1.000 |
|                    |                 | Germany         | -.3711                | .14672     | .999  |
|                    |                 | India           | -.0495                | .14858     | 1.000 |
|                    |                 | Indonesia       | .4882                 | .19035     | .999  |
|                    |                 | Japan           | -.0540                | .12492     | 1.000 |
|                    |                 | Malaysia        | -.0244                | .15653     | 1.000 |
|                    |                 | Mexico          | -.1105                | .15933     | 1.000 |
|                    |                 | Poland          | .0491                 | .15008     | 1.000 |
|                    |                 | Russia          | -.3773                | .16592     | 1.000 |
|                    |                 | Singapore       | -.0115                | .13178     | 1.000 |
|                    |                 | Spain           | .1534                 | .19219     | 1.000 |
|                    |                 | Switzerland     | .0283                 | .15008     | 1.000 |
| Turkey             | -.1408          | .14585          | 1.000                 |            |       |
| Venezuela          | -.1217          | .14957          | 1.000                 |            |       |
|                    | Germany         | America         | .2133                 | .11076     | 1.000 |
|                    |                 | Argentina       | .5448                 | .15480     | .949  |
|                    |                 | Australia       | .0740                 | .19549     | 1.000 |
|                    |                 | Brazil          | .5151                 | .12567     | .774  |
|                    |                 | GB              | .4530                 | .12166     | .906  |
|                    |                 | Canada          | .2616                 | .16634     | 1.000 |
|                    |                 | China           | .3285                 | .19028     | 1.000 |
|                    |                 | Netherlands     | .2241                 | .13561     | 1.000 |
|                    |                 | Philippines     | .2585                 | .15695     | 1.000 |
|                    |                 | France          | .3711                 | .14672     | .999  |
|                    |                 | India           | .3215                 | .15283     | 1.000 |
|                    |                 | Indonesia       | .8592                 | .19368     | .603  |
|                    |                 | Japan           | .3170                 | .12994     | 1.000 |
|                    |                 | Malaysia        | .3467                 | .16057     | 1.000 |
|                    |                 | Mexico          | .2606                 | .16330     | 1.000 |
|                    |                 | Poland          | .4202                 | .15429     | .998  |
|                    |                 | Russia          | -.0063                | .16973     | 1.000 |
|                    |                 | Singapore       | .3596                 | .13655     | .999  |
|                    |                 | Spain           | .5245                 | .19549     | .999  |
|                    |                 | Switzerland     | .3994                 | .15429     | .999  |
| Turkey             | .2302           | .15017          | 1.000                 |            |       |
| Venezuela          | .2493           | .15379          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | India           | America         | -.1082                | .11321     | 1.000 |
|                    |                 | Argentina       | .2233                 | .15656     | 1.000 |
|                    |                 | Australia       | -.2475                | .19689     | 1.000 |
|                    |                 | Brazil          | .1936                 | .12784     | 1.000 |
|                    |                 | GB              | .1315                 | .12390     | 1.000 |
|                    |                 | Canada          | -.0599                | .16798     | 1.000 |
|                    |                 | China           | .0070                 | .19172     | 1.000 |
|                    |                 | Netherlands     | -.0974                | .13762     | 1.000 |
|                    |                 | Philippines     | -.0630                | .15869     | 1.000 |
|                    |                 | France          | .0495                 | .14858     | 1.000 |
|                    |                 | Germany         | -.3215                | .15283     | 1.000 |
|                    |                 | Indonesia       | .5377                 | .19509     | .998  |
|                    |                 | Japan           | -.0045                | .13204     | 1.000 |
|                    |                 | Malaysia        | .0251                 | .16227     | 1.000 |
|                    |                 | Mexico          | -.0609                | .16497     | 1.000 |
|                    |                 | Poland          | .0987                 | .15606     | 1.000 |
|                    |                 | Russia          | -.3278                | .17134     | 1.000 |
|                    |                 | Singapore       | .0381                 | .13855     | 1.000 |
|                    |                 | Spain           | .2030                 | .19689     | 1.000 |
|                    |                 | Switzerland     | .0779                 | .15606     | 1.000 |
| Turkey             | -.0913          | .15199          | 1.000                 |            |       |
| Venezuela          | -.0722          | .15557          | 1.000                 |            |       |
|                    | Indonesia       | America         | -.6460                | .16423     | .841  |
|                    |                 | Argentina       | -.3145                | .19664     | 1.000 |
|                    |                 | Australia       | -.7852                | .23005     | .964  |
|                    |                 | Brazil          | -.3441                | .17464     | 1.000 |
|                    |                 | GB              | -.4063                | .17177     | 1.000 |
|                    |                 | Canada          | -.5976                | .20585     | .996  |
|                    |                 | China           | -.5307                | .22564     | 1.000 |
|                    |                 | Netherlands     | -.6352                | .18192     | .953  |
|                    |                 | Philippines     | -.6007                | .19833     | .992  |
|                    |                 | France          | -.4882                | .19035     | .999  |
|                    |                 | Germany         | -.8592                | .19368     | .603  |
|                    |                 | India           | -.5377                | .19509     | .998  |
|                    |                 | Japan           | -.5422                | .17773     | .991  |
|                    |                 | Malaysia        | -.5126                | .20121     | .999  |
|                    |                 | Mexico          | -.5987                | .20340     | .995  |
|                    |                 | Poland          | -.4390                | .19624     | 1.000 |
|                    |                 | Russia          | -.8655                | .20860     | .751  |
|                    |                 | Singapore       | -.4997                | .18262     | .998  |
|                    |                 | Spain           | -.3348                | .23005     | 1.000 |
|                    |                 | Switzerland     | -.4599                | .19624     | 1.000 |
| Turkey             | -.6290          | .19302          | .980                  |            |       |
| Venezuela          | -.6099          | .19585          | .989                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Japan           | America         | -.1038                | .07966     | 1.000 |
|                    |                 | Argentina       | .2278                 | .13431     | 1.000 |
|                    |                 | Australia       | -.2430                | .17971     | 1.000 |
|                    |                 | Brazil          | .1981                 | .09935     | 1.000 |
|                    |                 | GB              | .1359                 | .09423     | 1.000 |
|                    |                 | Canada          | -.0554                | .14746     | 1.000 |
|                    |                 | China           | .0115                 | .17402     | 1.000 |
|                    |                 | Netherlands     | -.0929                | .11166     | 1.000 |
|                    |                 | Philippines     | -.0585                | .13678     | 1.000 |
|                    |                 | France          | .0540                 | .12492     | 1.000 |
|                    |                 | Germany         | -.3170                | .12994     | 1.000 |
|                    |                 | India           | .0045                 | .13204     | 1.000 |
|                    |                 | Indonesia       | .5422                 | .17773     | .991  |
|                    |                 | Malaysia        | .0296                 | .14092     | 1.000 |
|                    |                 | Mexico          | -.0564                | .14403     | 1.000 |
|                    |                 | Poland          | .1032                 | .13373     | 1.000 |
|                    |                 | Russia          | -.3233                | .15128     | 1.000 |
|                    |                 | Singapore       | .0425                 | .11280     | 1.000 |
|                    |                 | Spain           | .2075                 | .17971     | 1.000 |
|                    |                 | Switzerland     | .0823                 | .13373     | 1.000 |
| Turkey             | -.0868          | .12895          | 1.000                 |            |       |
| Venezuela          | -.0677          | .13315          | 1.000                 |            |       |
|                    | Malaysia        | America         | -.1334                | .12346     | 1.000 |
|                    |                 | Argentina       | .1981                 | .16412     | 1.000 |
|                    |                 | Australia       | -.2726                | .20296     | 1.000 |
|                    |                 | Brazil          | .1685                 | .13700     | 1.000 |
|                    |                 | GB              | .1063                 | .13333     | 1.000 |
|                    |                 | Canada          | -.0851                | .17505     | 1.000 |
|                    |                 | China           | -.0181                | .19794     | 1.000 |
|                    |                 | Netherlands     | -.1226                | .14617     | 1.000 |
|                    |                 | Philippines     | -.0881                | .16615     | 1.000 |
|                    |                 | France          | .0244                 | .15653     | 1.000 |
|                    |                 | Germany         | -.3467                | .16057     | 1.000 |
|                    |                 | India           | -.0251                | .16227     | 1.000 |
|                    |                 | Indonesia       | .5126                 | .20121     | .999  |
|                    |                 | Japan           | -.0296                | .14092     | 1.000 |
|                    |                 | Mexico          | -.0861                | .17217     | 1.000 |
|                    |                 | Poland          | .0736                 | .16365     | 1.000 |
|                    |                 | Russia          | -.3529                | .17828     | 1.000 |
|                    |                 | Singapore       | .0129                 | .14704     | 1.000 |
|                    |                 | Spain           | .1778                 | .20296     | 1.000 |
|                    |                 | Switzerland     | .0527                 | .16365     | 1.000 |
| Turkey             | -.1164          | .15977          | 1.000                 |            |       |
| Venezuela          | -.0973          | .16318          | 1.000                 |            |       |



Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Mexico          | America         | -.0473                | .12699     | 1.000 |
|                    |                 | Argentina       | .2842                 | .16680     | 1.000 |
|                    |                 | Australia       | -.1866                | .20513     | 1.000 |
|                    |                 | Brazil          | .2545                 | .14019     | 1.000 |
|                    |                 | GB              | .1924                 | .13661     | 1.000 |
|                    |                 | Canada          | .0010                 | .17756     | 1.000 |
|                    |                 | China           | .0679                 | .20017     | 1.000 |
|                    |                 | Netherlands     | -.0365                | .14916     | 1.000 |
|                    |                 | Philippines     | -.0021                | .16879     | 1.000 |
|                    |                 | France          | .1105                 | .15933     | 1.000 |
|                    |                 | Germany         | -.2606                | .16330     | 1.000 |
|                    |                 | India           | .0609                 | .16497     | 1.000 |
|                    |                 | Indonesia       | .5987                 | .20340     | .995  |
|                    |                 | Japan           | .0564                 | .14403     | 1.000 |
|                    |                 | Malaysia        | .0861                 | .17217     | 1.000 |
|                    |                 | Poland          | .1596                 | .16633     | 1.000 |
|                    |                 | Russia          | -.2668                | .18075     | 1.000 |
|                    |                 | Singapore       | .0990                 | .15002     | 1.000 |
|                    |                 | Spain           | .2639                 | .20513     | 1.000 |
|                    |                 | Switzerland     | .1388                 | .16633     | 1.000 |
| Turkey             | -.0304          | .16251          | 1.000                 |            |       |
| Venezuela          | -.0113          | .16587          | 1.000                 |            |       |
|                    | Poland          | America         | -.2069                | .11518     | 1.000 |
|                    |                 | Argentina       | .1246                 | .15799     | 1.000 |
|                    |                 | Australia       | -.3462                | .19803     | 1.000 |
|                    |                 | Brazil          | .0949                 | .12958     | 1.000 |
|                    |                 | GB              | .0328                 | .12569     | 1.000 |
|                    |                 | Canada          | -.1586                | .16931     | 1.000 |
|                    |                 | China           | -.0917                | .19288     | 1.000 |
|                    |                 | Netherlands     | -.1961                | .13924     | 1.000 |
|                    |                 | Philippines     | -.1617                | .16009     | 1.000 |
|                    |                 | France          | -.0491                | .15008     | 1.000 |
|                    |                 | Germany         | -.4202                | .15429     | .998  |
|                    |                 | India           | -.0987                | .15606     | 1.000 |
|                    |                 | Indonesia       | .4390                 | .19624     | 1.000 |
|                    |                 | Japan           | -.1032                | .13373     | 1.000 |
|                    |                 | Malaysia        | -.0736                | .16365     | 1.000 |
|                    |                 | Mexico          | -.1596                | .16633     | 1.000 |
|                    |                 | Russia          | -.4265                | .17265     | 1.000 |
|                    |                 | Singapore       | -.0606                | .14015     | 1.000 |
|                    |                 | Spain           | .1043                 | .19803     | 1.000 |
|                    |                 | Switzerland     | -.0208                | .15749     | 1.000 |
| Turkey             | -.1900          | .15346          | 1.000                 |            |       |
| Venezuela          | -.1709          | .15700          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Russia          | America         | .2195                 | .13517     | 1.000 |
|                    |                 | Argentina       | .5510                 | .17310     | .985  |
|                    |                 | Australia       | .0803                 | .21028     | 1.000 |
|                    |                 | Brazil          | .5214                 | .14763     | .947  |
|                    |                 | GB              | .4592                 | .14423     | .985  |
|                    |                 | Canada          | .2679                 | .18349     | 1.000 |
|                    |                 | China           | .3348                 | .20545     | 1.000 |
|                    |                 | Netherlands     | .2303                 | .15618     | 1.000 |
|                    |                 | Philippines     | .2648                 | .17503     | 1.000 |
|                    |                 | France          | .3773                 | .16592     | 1.000 |
|                    |                 | Germany         | .0063                 | .16973     | 1.000 |
|                    |                 | India           | .3278                 | .17134     | 1.000 |
|                    |                 | Indonesia       | .8655                 | .20860     | .751  |
|                    |                 | Japan           | .3233                 | .15128     | 1.000 |
|                    |                 | Malaysia        | .3529                 | .17828     | 1.000 |
|                    |                 | Mexico          | .2668                 | .18075     | 1.000 |
|                    |                 | Poland          | .4265                 | .17265     | 1.000 |
|                    |                 | Singapore       | .3658                 | .15699     | 1.000 |
|                    |                 | Spain           | .5307                 | .21028     | 1.000 |
|                    |                 | Switzerland     | .4056                 | .17265     | 1.000 |
| Turkey             | .2365           | .16898          | 1.000                 |            |       |
| Venezuela          | .2556           | .17220          | 1.000                 |            |       |
|                    | Singapore       | America         | -.1463                | .09003     | 1.000 |
|                    |                 | Argentina       | .1852                 | .14071     | 1.000 |
|                    |                 | Australia       | -.2855                | .18454     | 1.000 |
|                    |                 | Brazil          | .1556                 | .10785     | 1.000 |
|                    |                 | GB              | .0934                 | .10315     | 1.000 |
|                    |                 | Canada          | -.0980                | .15332     | 1.000 |
|                    |                 | China           | -.0310                | .17901     | 1.000 |
|                    |                 | Netherlands     | -.1355                | .11928     | 1.000 |
|                    |                 | Philippines     | -.1010                | .14307     | 1.000 |
|                    |                 | France          | .0115                 | .13178     | 1.000 |
|                    |                 | Germany         | -.3596                | .13655     | .999  |
|                    |                 | India           | -.0381                | .13855     | 1.000 |
|                    |                 | Indonesia       | .4997                 | .18262     | .998  |
|                    |                 | Japan           | -.0425                | .11280     | 1.000 |
|                    |                 | Malaysia        | -.0129                | .14704     | 1.000 |
|                    |                 | Mexico          | -.0990                | .15002     | 1.000 |
|                    |                 | Poland          | .0606                 | .14015     | 1.000 |
|                    |                 | Russia          | -.3658                | .15699     | 1.000 |
|                    |                 | Spain           | .1649                 | .18454     | 1.000 |
|                    |                 | Switzerland     | .0398                 | .14015     | 1.000 |
| Turkey             | -.1293          | .13561          | 1.000                 |            |       |
| Venezuela          | -.1102          | .13961          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Spain           | America         | -.3112                | .16637     | 1.000 |
|                    |                 | Argentina       | .0203                 | .19842     | 1.000 |
|                    |                 | Australia       | -.4505                | .23158     | 1.000 |
|                    |                 | Brazil          | -.0094                | .17665     | 1.000 |
|                    |                 | GB              | -.0715                | .17381     | 1.000 |
|                    |                 | Canada          | -.2629                | .20755     | 1.000 |
|                    |                 | China           | -.1959                | .22719     | 1.000 |
|                    |                 | Netherlands     | -.3004                | .18385     | 1.000 |
|                    |                 | Philippines     | -.2659                | .20011     | 1.000 |
|                    |                 | France          | -.1534                | .19219     | 1.000 |
|                    |                 | Germany         | -.5245                | .19549     | .999  |
|                    |                 | India           | -.2030                | .19689     | 1.000 |
|                    |                 | Indonesia       | .3348                 | .23005     | 1.000 |
|                    |                 | Japan           | -.2075                | .17971     | 1.000 |
|                    |                 | Malaysia        | -.1778                | .20296     | 1.000 |
|                    |                 | Mexico          | -.2639                | .20513     | 1.000 |
|                    |                 | Poland          | -.1043                | .19803     | 1.000 |
|                    |                 | Russia          | -.5307                | .21028     | 1.000 |
|                    |                 | Singapore       | -.1649                | .18454     | 1.000 |
|                    |                 | Switzerland     | -.1251                | .19803     | 1.000 |
| Turkey             | -.2943          | .19484          | 1.000                 |            |       |
| Venezuela          | -.2752          | .19764          | 1.000                 |            |       |
|                    | Switzerland     | America         | -.1861                | .11518     | 1.000 |
|                    |                 | Argentina       | .1454                 | .15799     | 1.000 |
|                    |                 | Australia       | -.3253                | .19803     | 1.000 |
|                    |                 | Brazil          | .1157                 | .12958     | 1.000 |
|                    |                 | GB              | .0536                 | .12569     | 1.000 |
|                    |                 | Canada          | -.1378                | .16931     | 1.000 |
|                    |                 | China           | -.0708                | .19288     | 1.000 |
|                    |                 | Netherlands     | -.1753                | .13924     | 1.000 |
|                    |                 | Philippines     | -.1408                | .16009     | 1.000 |
|                    |                 | France          | -.0283                | .15008     | 1.000 |
|                    |                 | Germany         | -.3994                | .15429     | .999  |
|                    |                 | India           | -.0779                | .15606     | 1.000 |
|                    |                 | Indonesia       | .4599                 | .19624     | 1.000 |
|                    |                 | Japan           | -.0823                | .13373     | 1.000 |
|                    |                 | Malaysia        | -.0527                | .16365     | 1.000 |
|                    |                 | Mexico          | -.1388                | .16633     | 1.000 |
|                    |                 | Poland          | .0208                 | .15749     | 1.000 |
|                    |                 | Russia          | -.4056                | .17265     | 1.000 |
|                    |                 | Singapore       | -.0398                | .14015     | 1.000 |
|                    |                 | Spain           | .1251                 | .19803     | 1.000 |
| Turkey             | -.1691          | .15346          | 1.000                 |            |       |
| Venezuela          | -.1501          | .15700          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 20 Calm            | Turkey          | America         | -.0170                | .10960     | 1.000 |
|                    |                 | Argentina       | .3146                 | .15397     | 1.000 |
|                    |                 | Australia       | -.1562                | .19484     | 1.000 |
|                    |                 | Brazil          | .2849                 | .12465     | 1.000 |
|                    |                 | GB              | .2227                 | .12060     | 1.000 |
|                    |                 | Canada          | .0314                 | .16556     | 1.000 |
|                    |                 | China           | .0983                 | .18961     | 1.000 |
|                    |                 | Netherlands     | -.0061                | .13466     | 1.000 |
|                    |                 | Philippines     | .0283                 | .15613     | 1.000 |
|                    |                 | France          | .1408                 | .14585     | 1.000 |
|                    |                 | Germany         | -.2302                | .15017     | 1.000 |
|                    |                 | India           | .0913                 | .15199     | 1.000 |
|                    |                 | Indonesia       | .6290                 | .19302     | .980  |
|                    |                 | Japan           | .0868                 | .12895     | 1.000 |
|                    |                 | Malaysia        | .1164                 | .15977     | 1.000 |
|                    |                 | Mexico          | .0304                 | .16251     | 1.000 |
|                    |                 | Poland          | .1900                 | .15346     | 1.000 |
|                    |                 | Russia          | -.2365                | .16898     | 1.000 |
|                    |                 | Singapore       | .1293                 | .13561     | 1.000 |
|                    |                 | Spain           | .2943                 | .19484     | 1.000 |
| Switzerland        | .1691           | .15346          | 1.000                 |            |       |
| Venezuela          | .0191           | .15296          | 1.000                 |            |       |
|                    | Venezuela       | America         | -.0361                | .11451     | 1.000 |
|                    |                 | Argentina       | .2955                 | .15750     | 1.000 |
|                    |                 | Australia       | -.1753                | .19764     | 1.000 |
|                    |                 | Brazil          | .2658                 | .12899     | 1.000 |
|                    |                 | GB              | .2036                 | .12508     | 1.000 |
|                    |                 | Canada          | .0123                 | .16886     | 1.000 |
|                    |                 | China           | .0792                 | .19249     | 1.000 |
|                    |                 | Netherlands     | -.0252                | .13869     | 1.000 |
|                    |                 | Philippines     | .0092                 | .15961     | 1.000 |
|                    |                 | France          | .1217                 | .14957     | 1.000 |
|                    |                 | Germany         | -.2493                | .15379     | 1.000 |
|                    |                 | India           | .0722                 | .15557     | 1.000 |
|                    |                 | Indonesia       | .6099                 | .19585     | .989  |
|                    |                 | Japan           | .0677                 | .13315     | 1.000 |
|                    |                 | Malaysia        | .0973                 | .16318     | 1.000 |
|                    |                 | Mexico          | .0113                 | .16587     | 1.000 |
|                    |                 | Poland          | .1709                 | .15700     | 1.000 |
|                    |                 | Russia          | -.2556                | .17220     | 1.000 |
|                    |                 | Singapore       | .1102                 | .13961     | 1.000 |
|                    |                 | Spain           | .2752                 | .19764     | 1.000 |
| Switzerland        | .1501           | .15700          | 1.000                 |            |       |
| Turkey             | -.0191          | .15296          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | America         | Argentina       | -.4678                | .12944     | .931  |
|                    |                 | Australia       | .2332                 | .18587     | 1.000 |
|                    |                 | Brazil          | -.1814                | .08098     | 1.000 |
|                    |                 | GB              | .1756                 | .07293     | 1.000 |
|                    |                 | Canada          | .2870                 | .14622     | 1.000 |
|                    |                 | China           | -.0300                | .17899     | 1.000 |
|                    |                 | Netherlands     | -.1326                | .09899     | 1.000 |
|                    |                 | Philippines     | -.1025                | .13263     | 1.000 |
|                    |                 | France          | -.3201                | .11711     | .998  |
|                    |                 | Germany         | -.3391                | .12374     | .998  |
|                    |                 | India           | -.0449                | .12648     | 1.000 |
|                    |                 | Indonesia       | .3864                 | .18348     | 1.000 |
|                    |                 | Japan           | .1680                 | .08900     | 1.000 |
|                    |                 | Malaysia        | .0865                 | .13793     | 1.000 |
|                    |                 | Mexico          | .0729                 | .14188     | 1.000 |
|                    |                 | Poland          | .0637                 | .12868     | 1.000 |
|                    |                 | Russia          | -.6706                | .15101     | .601  |
|                    |                 | Singapore       | .1232                 | .10059     | 1.000 |
|                    |                 | Spain           | -.4155                | .18587     | 1.000 |
|                    |                 | Switzerland     | -.1300                | .12868     | 1.000 |
| Turkey             | -.5436          | .12244          | .601                  |            |       |
| Venezuela          | -.3808          | .12793          | .994                  |            |       |
|                    | Argentina       | America         | .4678                 | .12944     | .931  |
|                    |                 | Australia       | .7010                 | .22168     | .986  |
|                    |                 | Brazil          | .2864                 | .14544     | 1.000 |
|                    |                 | GB              | .6435                 | .14112     | .534  |
|                    |                 | Canada          | .7548                 | .18967     | .823  |
|                    |                 | China           | .4378                 | .21595     | 1.000 |
|                    |                 | Netherlands     | .3352                 | .15619     | 1.000 |
|                    |                 | Philippines     | .3653                 | .17940     | 1.000 |
|                    |                 | France          | .1478                 | .16826     | 1.000 |
|                    |                 | Germany         | .1288                 | .17294     | 1.000 |
|                    |                 | India           | .4229                 | .17491     | 1.000 |
|                    |                 | Indonesia       | .8543                 | .21969     | .857  |
|                    |                 | Japan           | .6358                 | .15005     | .708  |
|                    |                 | Malaysia        | .5543                 | .18336     | .992  |
|                    |                 | Mexico          | .5407                 | .18635     | .996  |
|                    |                 | Poland          | .5316                 | .17650     | .993  |
|                    |                 | Russia          | -.2028                | .19339     | 1.000 |
|                    |                 | Singapore       | .5910                 | .15721     | .896  |
|                    |                 | Spain           | .0523                 | .22168     | 1.000 |
|                    |                 | Switzerland     | .3378                 | .17650     | 1.000 |
| Turkey             | -.0758          | .17201          | 1.000                 |            |       |
| Venezuela          | .0870           | .17596          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Australia       | America         | -.2332                | .18587     | 1.000 |
|                    |                 | Argentina       | -.7010                | .22168     | .986  |
|                    |                 | Brazil          | -.4146                | .19735     | 1.000 |
|                    |                 | GB              | -.0575                | .19419     | 1.000 |
|                    |                 | Canada          | .0538                 | .23188     | 1.000 |
|                    |                 | China           | -.2632                | .25382     | 1.000 |
|                    |                 | Netherlands     | -.3658                | .20540     | 1.000 |
|                    |                 | Philippines     | -.3357                | .22356     | 1.000 |
|                    |                 | France          | -.5532                | .21472     | .999  |
|                    |                 | Germany         | -.5722                | .21841     | .999  |
|                    |                 | India           | -.2781                | .21997     | 1.000 |
|                    |                 | Indonesia       | .1533                 | .25701     | 1.000 |
|                    |                 | Japan           | -.0652                | .20077     | 1.000 |
|                    |                 | Malaysia        | -.1467                | .22675     | 1.000 |
|                    |                 | Mexico          | -.1603                | .22917     | 1.000 |
|                    |                 | Poland          | -.1694                | .22124     | 1.000 |
|                    |                 | Russia          | -.9037                | .23493     | .870  |
|                    |                 | Singapore       | -.1100                | .20617     | 1.000 |
|                    |                 | Spain           | -.6486                | .25872     | 1.000 |
|                    |                 | Switzerland     | -.3632                | .22124     | 1.000 |
| Turkey             | -.7768          | .21767          | .940                  |            |       |
| Venezuela          | -.6139          | .22081          | .998                  |            |       |
|                    | Brazil          | America         | .1814                 | .08098     | 1.000 |
|                    |                 | Argentina       | -.2864                | .14544     | 1.000 |
|                    |                 | Australia       | .4146                 | .19735     | 1.000 |
|                    |                 | GB              | .3571                 | .09859     | .929  |
|                    |                 | Canada          | .4684                 | .16056     | .995  |
|                    |                 | China           | .1514                 | .19089     | 1.000 |
|                    |                 | Netherlands     | .0488                 | .11916     | 1.000 |
|                    |                 | Philippines     | .0789                 | .14829     | 1.000 |
|                    |                 | France          | -.1386                | .13459     | 1.000 |
|                    |                 | Germany         | -.1576                | .14040     | 1.000 |
|                    |                 | India           | .1365                 | .14282     | 1.000 |
|                    |                 | Indonesia       | .5679                 | .19511     | .996  |
|                    |                 | Japan           | .3494                 | .11100     | .987  |
|                    |                 | Malaysia        | .2679                 | .15306     | 1.000 |
|                    |                 | Mexico          | .2543                 | .15662     | 1.000 |
|                    |                 | Poland          | .2452                 | .14477     | 1.000 |
|                    |                 | Russia          | -.4891                | .16494     | .994  |
|                    |                 | Singapore       | .3046                 | .12049     | .999  |
|                    |                 | Spain           | -.2340                | .19735     | 1.000 |
|                    |                 | Switzerland     | .0514                 | .14477     | 1.000 |
| Turkey             | -.3622          | .13926          | .999                  |            |       |
| Venezuela          | -.1993          | .14411          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | GB              | America         | -.1756                | .07293     | 1.000 |
|                    |                 | Argentina       | -.6435                | .14112     | .534  |
|                    |                 | Australia       | .0575                 | .19419     | 1.000 |
|                    |                 | Brazil          | -.3571                | .09859     | .929  |
|                    |                 | Canada          | .1114                 | .15666     | 1.000 |
|                    |                 | China           | -.2057                | .18761     | 1.000 |
|                    |                 | Netherlands     | -.3083                | .11385     | .999  |
|                    |                 | Philippines     | -.2782                | .14405     | 1.000 |
|                    |                 | France          | -.4957                | .12991     | .880  |
|                    |                 | Germany         | -.5147                | .13592     | .889  |
|                    |                 | India           | -.2206                | .13842     | 1.000 |
|                    |                 | Indonesia       | .2108                 | .19191     | 1.000 |
|                    |                 | Japan           | -.0077                | .10527     | 1.000 |
|                    |                 | Malaysia        | -.0892                | .14895     | 1.000 |
|                    |                 | Mexico          | -.1028                | .15262     | 1.000 |
|                    |                 | Poland          | -.1119                | .14043     | 1.000 |
|                    |                 | Russia          | -.8462                | .16114     | .191  |
|                    |                 | Singapore       | -.0525                | .11524     | 1.000 |
|                    |                 | Spain           | -.5911                | .19419     | .992  |
|                    |                 | Switzerland     | -.3057                | .14043     | 1.000 |
| Turkey             | -.7193          | .13474          | .161                  |            |       |
| Venezuela          | -.5564          | .13975          | .823                  |            |       |
|                    | Canada          | America         | -.2870                | .14622     | 1.000 |
|                    |                 | Argentina       | -.7548                | .18967     | .823  |
|                    |                 | Australia       | -.0538                | .23188     | 1.000 |
|                    |                 | Brazil          | -.4684                | .16056     | .995  |
|                    |                 | GB              | -.1114                | .15666     | 1.000 |
|                    |                 | China           | -.3170                | .22640     | 1.000 |
|                    |                 | Netherlands     | -.4196                | .17036     | 1.000 |
|                    |                 | Philippines     | -.3895                | .19186     | 1.000 |
|                    |                 | France          | -.6071                | .18148     | .972  |
|                    |                 | Germany         | -.6261                | .18583     | .969  |
|                    |                 | India           | -.3319                | .18767     | 1.000 |
|                    |                 | Indonesia       | .0994                 | .22997     | 1.000 |
|                    |                 | Japan           | -.1190                | .16475     | 1.000 |
|                    |                 | Malaysia        | -.2005                | .19557     | 1.000 |
|                    |                 | Mexico          | -.2141                | .19837     | 1.000 |
|                    |                 | Poland          | -.2233                | .18915     | 1.000 |
|                    |                 | Russia          | -.9576                | .20500     | .471  |
|                    |                 | Singapore       | -.1638                | .17129     | 1.000 |
|                    |                 | Spain           | -.7025                | .23188     | .992  |
|                    |                 | Switzerland     | -.4170                | .18915     | 1.000 |
| Turkey             | -.8306          | .18497          | .573                  |            |       |
| Venezuela          | -.6678          | .18865          | .945                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | China           | America         | .0300                 | .17899     | 1.000 |
|                    |                 | Argentina       | -.4378                | .21595     | 1.000 |
|                    |                 | Australia       | .2632                 | .25382     | 1.000 |
|                    |                 | Brazil          | -.1514                | .19089     | 1.000 |
|                    |                 | GB              | .2057                 | .18761     | 1.000 |
|                    |                 | Canada          | .3170                 | .22640     | 1.000 |
|                    |                 | Netherlands     | -.1026                | .19919     | 1.000 |
|                    |                 | Philippines     | -.0725                | .21787     | 1.000 |
|                    |                 | France          | -.2901                | .20879     | 1.000 |
|                    |                 | Germany         | -.3091                | .21258     | 1.000 |
|                    |                 | India           | -.0149                | .21419     | 1.000 |
|                    |                 | Indonesia       | .4164                 | .25208     | 1.000 |
|                    |                 | Japan           | .1980                 | .19442     | 1.000 |
|                    |                 | Malaysia        | .1165                 | .22114     | 1.000 |
|                    |                 | Mexico          | .1029                 | .22363     | 1.000 |
|                    |                 | Poland          | .0938                 | .21549     | 1.000 |
|                    |                 | Russia          | -.6406                | .22953     | .998  |
|                    |                 | Singapore       | .1532                 | .19999     | 1.000 |
|                    |                 | Spain           | -.3855                | .25382     | 1.000 |
|                    |                 | Switzerland     | -.1000                | .21549     | 1.000 |
| Turkey             | -.5136          | .21183          | 1.000                 |            |       |
| Venezuela          | -.3508          | .21505          | 1.000                 |            |       |
|                    | Netherlands     | America         | .1326                 | .09899     | 1.000 |
|                    |                 | Argentina       | -.3352                | .15619     | 1.000 |
|                    |                 | Australia       | .3658                 | .20540     | 1.000 |
|                    |                 | Brazil          | -.0488                | .11916     | 1.000 |
|                    |                 | GB              | .3083                 | .11385     | .999  |
|                    |                 | Canada          | .4196                 | .17036     | 1.000 |
|                    |                 | China           | .1026                 | .19919     | 1.000 |
|                    |                 | Philippines     | .0301                 | .15884     | 1.000 |
|                    |                 | France          | -.1874                | .14614     | 1.000 |
|                    |                 | Germany         | -.2064                | .15151     | 1.000 |
|                    |                 | India           | .0877                 | .15375     | 1.000 |
|                    |                 | Indonesia       | .5191                 | .20324     | .999  |
|                    |                 | Japan           | .3006                 | .12475     | 1.000 |
|                    |                 | Malaysia        | .2191                 | .16330     | 1.000 |
|                    |                 | Mexico          | .2055                 | .16665     | 1.000 |
|                    |                 | Poland          | .1964                 | .15556     | 1.000 |
|                    |                 | Russia          | -.5379                | .17449     | .990  |
|                    |                 | Singapore       | .2558                 | .13326     | 1.000 |
|                    |                 | Spain           | -.2828                | .20540     | 1.000 |
|                    |                 | Switzerland     | .0026                 | .15556     | 1.000 |
| Turkey             | -.4110          | .15045          | .998                  |            |       |
| Venezuela          | -.2481          | .15495          | 1.000                 |            |       |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Philippines     | America         | .1025                 | .13263     | 1.000 |
|                    |                 | Argentina       | -.3653                | .17940     | 1.000 |
|                    |                 | Australia       | .3357                 | .22356     | 1.000 |
|                    |                 | Brazil          | -.0789                | .14829     | 1.000 |
|                    |                 | GB              | .2782                 | .14405     | 1.000 |
|                    |                 | Canada          | .3895                 | .19186     | 1.000 |
|                    |                 | China           | .0725                 | .21787     | 1.000 |
|                    |                 | Netherlands     | -.0301                | .15884     | 1.000 |
|                    |                 | France          | -.2176                | .17072     | 1.000 |
|                    |                 | Germany         | -.2366                | .17534     | 1.000 |
|                    |                 | India           | .0576                 | .17729     | 1.000 |
|                    |                 | Indonesia       | .4889                 | .22158     | 1.000 |
|                    |                 | Japan           | .2705                 | .15282     | 1.000 |
|                    |                 | Malaysia        | .1890                 | .18563     | 1.000 |
|                    |                 | Mexico          | .1754                 | .18858     | 1.000 |
|                    |                 | Poland          | .1662                 | .17886     | 1.000 |
|                    |                 | Russia          | -.5681                | .19554     | .996  |
|                    |                 | Singapore       | .2257                 | .15984     | 1.000 |
|                    |                 | Spain           | -.3130                | .22356     | 1.000 |
|                    |                 | Switzerland     | -.0275                | .17886     | 1.000 |
| Turkey             | -.4411          | .17443          | .999                  |            |       |
| Venezuela          | -.2783          | .17832          | 1.000                 |            |       |
|                    | France          | America         | .3201                 | .11711     | .998  |
|                    |                 | Argentina       | -.1478                | .16826     | 1.000 |
|                    |                 | Australia       | .5532                 | .21472     | .999  |
|                    |                 | Brazil          | .1386                 | .13459     | 1.000 |
|                    |                 | GB              | .4957                 | .12991     | .880  |
|                    |                 | Canada          | .6071                 | .18148     | .972  |
|                    |                 | China           | .2901                 | .20879     | 1.000 |
|                    |                 | Netherlands     | .1874                 | .14614     | 1.000 |
|                    |                 | Philippines     | .2176                 | .17072     | 1.000 |
|                    |                 | Germany         | -.0190                | .16392     | 1.000 |
|                    |                 | India           | .2751                 | .16600     | 1.000 |
|                    |                 | Indonesia       | .7065                 | .21266     | .974  |
|                    |                 | Japan           | .4880                 | .13956     | .952  |
|                    |                 | Malaysia        | .4065                 | .17488     | 1.000 |
|                    |                 | Mexico          | .3929                 | .17801     | 1.000 |
|                    |                 | Poland          | .3838                 | .16767     | 1.000 |
|                    |                 | Russia          | -.3505                | .18537     | 1.000 |
|                    |                 | Singapore       | .4432                 | .14722     | .993  |
|                    |                 | Spain           | -.0954                | .21472     | 1.000 |
|                    |                 | Switzerland     | .1901                 | .16767     | 1.000 |
| Turkey             | -.2236          | .16294          | 1.000                 |            |       |
| Venezuela          | -.0607          | .16710          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Germany         | America         | .3391                 | .12374     | .998  |
|                    |                 | Argentina       | -.1288                | .17294     | 1.000 |
|                    |                 | Australia       | .5722                 | .21841     | .999  |
|                    |                 | Brazil          | .1576                 | .14040     | 1.000 |
|                    |                 | GB              | .5147                 | .13592     | .889  |
|                    |                 | Canada          | .6261                 | .18583     | .969  |
|                    |                 | China           | .3091                 | .21258     | 1.000 |
|                    |                 | Netherlands     | .2064                 | .15151     | 1.000 |
|                    |                 | Philippines     | .2366                 | .17534     | 1.000 |
|                    |                 | France          | .0190                 | .16392     | 1.000 |
|                    |                 | India           | .2941                 | .17074     | 1.000 |
|                    |                 | Indonesia       | .7255                 | .21638     | .971  |
|                    |                 | Japan           | .5070                 | .14517     | .953  |
|                    |                 | Malaysia        | .4255                 | .17939     | 1.000 |
|                    |                 | Mexico          | .4119                 | .18244     | 1.000 |
|                    |                 | Poland          | .4028                 | .17237     | 1.000 |
|                    |                 | Russia          | -.3315                | .18963     | 1.000 |
|                    |                 | Singapore       | .4622                 | .15255     | .992  |
|                    |                 | Spain           | -.0764                | .21841     | 1.000 |
|                    |                 | Switzerland     | .2091                 | .17237     | 1.000 |
| Turkey             | -.2046          | .16777          | 1.000                 |            |       |
| Venezuela          | -.0417          | .17182          | 1.000                 |            |       |
|                    | India           | America         | .0449                 | .12648     | 1.000 |
|                    |                 | Argentina       | -.4229                | .17491     | 1.000 |
|                    |                 | Australia       | .2781                 | .21997     | 1.000 |
|                    |                 | Brazil          | -.1365                | .14282     | 1.000 |
|                    |                 | GB              | .2206                 | .13842     | 1.000 |
|                    |                 | Canada          | .3319                 | .18767     | 1.000 |
|                    |                 | China           | .0149                 | .21419     | 1.000 |
|                    |                 | Netherlands     | -.0877                | .15375     | 1.000 |
|                    |                 | Philippines     | -.0576                | .17729     | 1.000 |
|                    |                 | France          | -.2751                | .16600     | 1.000 |
|                    |                 | Germany         | -.2941                | .17074     | 1.000 |
|                    |                 | Indonesia       | .4314                 | .21796     | 1.000 |
|                    |                 | Japan           | .2129                 | .14752     | 1.000 |
|                    |                 | Malaysia        | .1314                 | .18129     | 1.000 |
|                    |                 | Mexico          | .1178                 | .18431     | 1.000 |
|                    |                 | Poland          | .1087                 | .17435     | 1.000 |
|                    |                 | Russia          | -.6257                | .19143     | .979  |
|                    |                 | Singapore       | .1681                 | .15478     | 1.000 |
|                    |                 | Spain           | -.3706                | .21997     | 1.000 |
|                    |                 | Switzerland     | -.0851                | .17435     | 1.000 |
| Turkey             | -.4987          | .16980          | .995                  |            |       |
| Venezuela          | -.3359          | .17380          | 1.000                 |            |       |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Indonesia       | America         | -.3864                | .18348     | 1.000 |
|                    |                 | Argentina       | -.8543                | .21969     | .857  |
|                    |                 | Australia       | -.1533                | .25701     | 1.000 |
|                    |                 | Brazil          | -.5679                | .19511     | .996  |
|                    |                 | GB              | -.2108                | .19191     | 1.000 |
|                    |                 | Canada          | -.0994                | .22997     | 1.000 |
|                    |                 | China           | -.4164                | .25208     | 1.000 |
|                    |                 | Netherlands     | -.5191                | .20324     | .999  |
|                    |                 | Philippines     | -.4889                | .22158     | 1.000 |
|                    |                 | France          | -.7065                | .21266     | .974  |
|                    |                 | Germany         | -.7255                | .21638     | .971  |
|                    |                 | India           | -.4314                | .21796     | 1.000 |
|                    |                 | Japan           | -.2185                | .19857     | 1.000 |
| Malaysia           | -.3000          | .22480          | 1.000                 |            |       |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Indonesia       | Mexico          | -.3136                | .22724     | 1.000 |
|                    |                 | Poland          | -.3227                | .21924     | 1.000 |
|                    |                 | Russia          | -1.0570               | .23305     | .547  |
|                    |                 | Singapore       | -.2633                | .20402     | 1.000 |
|                    |                 | Spain           | -.8019                | .25701     | .988  |
|                    |                 | Switzerland     | -.5164                | .21924     | 1.000 |
|                    |                 | Turkey          | -.9301                | .21564     | .669  |
|                    |                 | Venezuela       | -.7672                | .21880     | .951  |
|                    | Japan           | America         | -.1680                | .08900     | 1.000 |
|                    |                 | Argentina       | -.6358                | .15005     | .708  |
|                    |                 | Australia       | .0652                 | .20077     | 1.000 |
|                    |                 | Brazil          | -.3494                | .11100     | .987  |
|                    |                 | GB              | .0077                 | .10527     | 1.000 |
|                    |                 | Canada          | .1190                 | .16475     | 1.000 |
|                    |                 | China           | -.1980                | .19442     | 1.000 |
|                    |                 | Netherlands     | -.3006                | .12475     | 1.000 |
|                    |                 | Philippines     | -.2705                | .15282     | 1.000 |
|                    |                 | France          | -.4880                | .13956     | .952  |
|                    |                 | Germany         | -.5070                | .14517     | .953  |
|                    |                 | India           | -.2129                | .14752     | 1.000 |
|                    |                 | Indonesia       | .2185                 | .19857     | 1.000 |
|                    |                 | Malaysia        | -.0815                | .15744     | 1.000 |
|                    |                 | Mexico          | -.0951                | .16091     | 1.000 |
|                    |                 | Poland          | -.1042                | .14940     | 1.000 |
|                    |                 | Russia          | -.8386                | .16902     | .317  |
|                    |                 | Singapore       | -.0448                | .12602     | 1.000 |
|                    |                 | Spain           | -.5835                | .20077     | .996  |
| Switzerland        | -.2980          | .14940          | 1.000                 |            |       |
| Turkey             | -.7116          | .14407          | .328                  |            |       |
| Venezuela          | -.5488          | .14876          | .914                  |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Malaysia        | America         | -.0865                | .13793     | 1.000 |
|                    |                 | Argentina       | -.5543                | .18336     | .992  |
|                    |                 | Australia       | .1467                 | .22675     | 1.000 |
|                    |                 | Brazil          | -.2679                | .15306     | 1.000 |
|                    |                 | GB              | .0892                 | .14895     | 1.000 |
|                    |                 | Canada          | .2005                 | .19557     | 1.000 |
|                    |                 | China           | -.1165                | .22114     | 1.000 |
|                    |                 | Netherlands     | -.2191                | .16330     | 1.000 |
|                    |                 | Philippines     | -.1890                | .18563     | 1.000 |
|                    |                 | France          | -.4065                | .17488     | 1.000 |
|                    |                 | Germany         | -.4255                | .17939     | 1.000 |
|                    |                 | India           | -.1314                | .18129     | 1.000 |
|                    |                 | Indonesia       | .3000                 | .22480     | 1.000 |
|                    |                 | Japan           | .0815                 | .15744     | 1.000 |
|                    |                 | Mexico          | -.0136                | .19235     | 1.000 |
|                    |                 | Poland          | -.0227                | .18283     | 1.000 |
|                    |                 | Russia          | -.7571                | .19918     | .884  |
|                    |                 | Singapore       | .0367                 | .16427     | 1.000 |
|                    |                 | Spain           | -.5020                | .22675     | 1.000 |
|                    |                 | Switzerland     | -.2165                | .18283     | 1.000 |
| Turkey             | -.6301          | .17849          | .947                  |            |       |
| Venezuela          | -.4673          | .18230          | .999                  |            |       |
|                    | Mexico          | America         | -.0729                | .14188     | 1.000 |
|                    |                 | Argentina       | -.5407                | .18635     | .996  |
|                    |                 | Australia       | .1603                 | .22917     | 1.000 |
|                    |                 | Brazil          | -.2543                | .15662     | 1.000 |
|                    |                 | GB              | .1028                 | .15262     | 1.000 |
|                    |                 | Canada          | .2141                 | .19837     | 1.000 |
|                    |                 | China           | -.1029                | .22363     | 1.000 |
|                    |                 | Netherlands     | -.2055                | .16665     | 1.000 |
|                    |                 | Philippines     | -.1754                | .18858     | 1.000 |
|                    |                 | France          | -.3929                | .17801     | 1.000 |
|                    |                 | Germany         | -.4119                | .18244     | 1.000 |
|                    |                 | India           | -.1178                | .18431     | 1.000 |
|                    |                 | Indonesia       | .3136                 | .22724     | 1.000 |
|                    |                 | Japan           | .0951                 | .16091     | 1.000 |
|                    |                 | Malaysia        | .0136                 | .19235     | 1.000 |
|                    |                 | Poland          | -.0091                | .18582     | 1.000 |
|                    |                 | Russia          | -.7435                | .20193     | .916  |
|                    |                 | Singapore       | .0503                 | .16760     | 1.000 |
|                    |                 | Spain           | -.4884                | .22917     | 1.000 |
|                    |                 | Switzerland     | -.2029                | .18582     | 1.000 |
| Turkey             | -.6165          | .18156          | .966                  |            |       |
| Venezuela          | -.4537          | .18531          | 1.000                 |            |       |

**Multiple Comparisons**

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Poland          | America         | -.0637                | .12868     | 1.000 |
|                    |                 | Argentina       | -.5316                | .17650     | .993  |
|                    |                 | Australia       | .1694                 | .22124     | 1.000 |
|                    |                 | Brazil          | -.2452                | .14477     | 1.000 |
|                    |                 | GB              | .1119                 | .14043     | 1.000 |
|                    |                 | Canada          | .2233                 | .18915     | 1.000 |
|                    |                 | China           | -.0938                | .21549     | 1.000 |
|                    |                 | Netherlands     | -.1964                | .15556     | 1.000 |
|                    |                 | Philippines     | -.1662                | .17886     | 1.000 |
|                    |                 | France          | -.3838                | .16767     | 1.000 |
|                    |                 | Germany         | -.4028                | .17237     | 1.000 |
|                    |                 | India           | -.1087                | .17435     | 1.000 |
|                    |                 | Indonesia       | .3227                 | .21924     | 1.000 |
|                    |                 | Japan           | .1042                 | .14940     | 1.000 |
|                    |                 | Malaysia        | .0227                 | .18283     | 1.000 |
|                    |                 | Mexico          | .0091                 | .18582     | 1.000 |
|                    |                 | Russia          | -.7343                | .19288     | .883  |
|                    |                 | Singapore       | .0594                 | .15658     | 1.000 |
|                    |                 | Spain           | -.4792                | .22124     | 1.000 |
|                    |                 | Switzerland     | -.1937                | .17595     | 1.000 |
| Turkey             | -.6074          | .17144          | .945                  |            |       |
| Venezuela          | -.4445          | .17540          | .999                  |            |       |
|                    | Russia          | America         | .6706                 | .15101     | .601  |
|                    |                 | Argentina       | .2028                 | .19339     | 1.000 |
|                    |                 | Australia       | .9037                 | .23493     | .870  |
|                    |                 | Brazil          | .4891                 | .16494     | .994  |
|                    |                 | GB              | .8462                 | .16114     | .191  |
|                    |                 | Canada          | .9576                 | .20500     | .471  |
|                    |                 | China           | .6406                 | .22953     | .998  |
|                    |                 | Netherlands     | .5379                 | .17449     | .990  |
|                    |                 | Philippines     | .5681                 | .19554     | .996  |
|                    |                 | France          | .3505                 | .18537     | 1.000 |
|                    |                 | Germany         | .3315                 | .18963     | 1.000 |
|                    |                 | India           | .6257                 | .19143     | .979  |
|                    |                 | Indonesia       | 1.0570                | .23305     | .547  |
|                    |                 | Japan           | .8386                 | .16902     | .317  |
|                    |                 | Malaysia        | .7571                 | .19918     | .884  |
|                    |                 | Mexico          | .7435                 | .20193     | .916  |
|                    |                 | Poland          | .7343                 | .19288     | .883  |
|                    |                 | Singapore       | .7938                 | .17540     | .553  |
|                    |                 | Spain           | .2551                 | .23493     | 1.000 |
|                    |                 | Switzerland     | .5406                 | .19288     | .997  |
| Turkey             | .1269           | .18878          | 1.000                 |            |       |
| Venezuela          | .2898           | .19239          | 1.000                 |            |       |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.   |       |
|--------------------|-----------------|-----------------|-----------------------|------------|--------|-------|
| 21 Motivational    | Singapore       | America         | -.1232                | .10059     | 1.000  |       |
|                    |                 | Argentina       | -.5910                | .15721     | .896   |       |
|                    |                 | Australia       | .1100                 | .20617     | 1.000  |       |
|                    |                 | Brazil          | -.3046                | .12049     | .999   |       |
|                    |                 | GB              | .0525                 | .11524     | 1.000  |       |
|                    |                 | Canada          | .1638                 | .17129     | 1.000  |       |
|                    |                 | China           | -.1532                | .19999     | 1.000  |       |
|                    |                 | Netherlands     | -.2558                | .13326     | 1.000  |       |
|                    |                 | Philippines     | -.2257                | .15984     | 1.000  |       |
|                    |                 | France          | -.4432                | .14722     | .993   |       |
|                    |                 | Germany         | -.4622                | .15255     | .992   |       |
|                    |                 | India           | -.1681                | .15478     | 1.000  |       |
|                    |                 | Indonesia       | .2633                 | .20402     | 1.000  |       |
|                    |                 | Japan           | .0448                 | .12602     | 1.000  |       |
|                    |                 | Malaysia        | -.0367                | .16427     | 1.000  |       |
|                    |                 | Mexico          | -.0503                | .16760     | 1.000  |       |
|                    |                 | Poland          | -.0594                | .15658     | 1.000  |       |
|                    |                 | Russia          | -.7938                | .17540     | .553   |       |
|                    |                 | Spain           | -.5387                | .20617     | .999   |       |
|                    |                 | Switzerland     | -.2532                | .15658     | 1.000  |       |
|                    | Turkey          | -.6668          | .15150                | .622       |        |       |
|                    | Venezuela       | -.5040          | .15597                | .982       |        |       |
|                    |                 | Spain           | America               | .4155      | .18587 | 1.000 |
|                    |                 |                 | Argentina             | -.0523     | .22168 | 1.000 |
|                    |                 |                 | Australia             | .6486      | .25872 | 1.000 |
|                    |                 |                 | Brazil                | .2340      | .19735 | 1.000 |
|                    |                 |                 | GB                    | .5911      | .19419 | .992  |
|                    |                 |                 | Canada                | .7025      | .23188 | .992  |
|                    |                 |                 | China                 | .3855      | .25382 | 1.000 |
|                    |                 |                 | Netherlands           | .2828      | .20540 | 1.000 |
|                    |                 |                 | Philippines           | .3130      | .22356 | 1.000 |
|                    |                 |                 | France                | .0954      | .21472 | 1.000 |
|                    |                 |                 | Germany               | .0764      | .21841 | 1.000 |
|                    | India           |                 | .3706                 | .21997     | 1.000  |       |
|                    | Indonesia       |                 | .8019                 | .25701     | .988   |       |
|                    | Japan           | .5835           | .20077                | .996       |        |       |
|                    | Malaysia        | .5020           | .22675                | 1.000      |        |       |
|                    | Mexico          | .4884           | .22917                | 1.000      |        |       |
|                    | Poland          | .4792           | .22124                | 1.000      |        |       |
|                    | Russia          | -.2551          | .23493                | 1.000      |        |       |
|                    | Singapore       | .5387           | .20617                | .999       |        |       |
|                    | Switzerland     | .2855           | .22124                | 1.000      |        |       |
|                    | Turkey          | -.1282          | .21767                | 1.000      |        |       |
|                    | Venezuela       | .0347           | .22081                | 1.000      |        |       |

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Switzerland     | America         | .1300                 | .12868     | 1.000 |
|                    |                 | Argentina       | -.3378                | .17650     | 1.000 |
|                    |                 | Australia       | .3632                 | .22124     | 1.000 |
|                    |                 | Brazil          | -.0514                | .14477     | 1.000 |
|                    |                 | GB              | .3057                 | .14043     | 1.000 |
|                    |                 | Canada          | .4170                 | .18915     | 1.000 |
|                    |                 | China           | .1000                 | .21549     | 1.000 |
|                    |                 | Netherlands     | -.0026                | .15556     | 1.000 |
|                    |                 | Philippines     | .0275                 | .17886     | 1.000 |
|                    |                 | France          | -.1901                | .16767     | 1.000 |
|                    |                 | Germany         | -.2091                | .17237     | 1.000 |
|                    |                 | India           | .0851                 | .17435     | 1.000 |
|                    |                 | Indonesia       | .5164                 | .21924     | 1.000 |
|                    |                 | Japan           | .2980                 | .14940     | 1.000 |
|                    |                 | Malaysia        | .2165                 | .18283     | 1.000 |
|                    |                 | Mexico          | .2029                 | .18582     | 1.000 |
|                    |                 | Poland          | .1937                 | .17595     | 1.000 |
|                    |                 | Russia          | -.5406                | .19288     | .997  |
|                    |                 | Singapore       | .2532                 | .15658     | 1.000 |
|                    |                 | Spain           | -.2855                | .22124     | 1.000 |
| Turkey             | -.4136          | .17144          | 1.000                 |            |       |
| Venezuela          | -.2508          | .17540          | 1.000                 |            |       |
|                    | Turkey          | America         | .5436                 | .12244     | .601  |
|                    |                 | Argentina       | .0758                 | .17201     | 1.000 |
|                    |                 | Australia       | .7768                 | .21767     | .940  |
|                    |                 | Brazil          | .3622                 | .13926     | .999  |
|                    |                 | GB              | .7193                 | .13474     | .161  |
|                    |                 | Canada          | .8306                 | .18497     | .573  |
|                    |                 | China           | .5136                 | .21183     | 1.000 |
|                    |                 | Netherlands     | .4110                 | .15045     | .998  |
|                    |                 | Philippines     | .4411                 | .17443     | .999  |
|                    |                 | France          | .2236                 | .16294     | 1.000 |
|                    |                 | Germany         | .2046                 | .16777     | 1.000 |
|                    |                 | India           | .4987                 | .16980     | .995  |
|                    |                 | Indonesia       | .9301                 | .21564     | .669  |
|                    |                 | Japan           | .7116                 | .14407     | .328  |
|                    |                 | Malaysia        | .6301                 | .17849     | .947  |
|                    |                 | Mexico          | .6165                 | .18156     | .966  |
|                    |                 | Poland          | .6074                 | .17144     | .945  |
|                    |                 | Russia          | -.1269                | .18878     | 1.000 |
|                    |                 | Singapore       | .6668                 | .15150     | .622  |
|                    |                 | Spain           | .1282                 | .21767     | 1.000 |
| Switzerland        | .4136           | .17144          | 1.000                 |            |       |
| Venezuela          | .1629           | .17088          | 1.000                 |            |       |



### Multiple Comparisons

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| Dependent Variable | (I) Nationality | (J) Nationality | Mean Difference (I-J) | Std. Error | Sig.  |
|--------------------|-----------------|-----------------|-----------------------|------------|-------|
| 21 Motivational    | Venezuela       | America         | .3808                 | .12793     | .994  |
|                    |                 | Argentina       | -.0870                | .17596     | 1.000 |
|                    |                 | Australia       | .6139                 | .22081     | .998  |
|                    |                 | Brazil          | .1993                 | .14411     | 1.000 |
|                    |                 | GB              | .5564                 | .13975     | .823  |
|                    |                 | Canada          | .6678                 | .18865     | .945  |
|                    |                 | China           | .3508                 | .21505     | 1.000 |
|                    |                 | Netherlands     | .2481                 | .15495     | 1.000 |
|                    |                 | Philippines     | .2783                 | .17832     | 1.000 |
|                    |                 | France          | .0607                 | .16710     | 1.000 |
|                    |                 | Germany         | .0417                 | .17182     | 1.000 |
|                    |                 | India           | .3359                 | .17380     | 1.000 |
|                    |                 | Indonesia       | .7672                 | .21880     | .951  |
|                    |                 | Japan           | .5488                 | .14876     | .914  |
|                    |                 | Malaysia        | .4673                 | .18230     | .999  |
|                    |                 | Mexico          | .4537                 | .18531     | 1.000 |
|                    |                 | Poland          | .4445                 | .17540     | .999  |
|                    |                 | Russia          | -.2898                | .19239     | 1.000 |
|                    |                 | Singapore       | .5040                 | .15597     | .982  |
|                    |                 | Spain           | -.0347                | .22081     | 1.000 |
| Switzerland        | .2508           | .17540          | 1.000                 |            |       |
| Turkey             | -.1629          | .17088          | 1.000                 |            |       |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | America         | Argentina       | -.8943                  | .2000       |
|                    |                 | Australia       | -.7309                  | .8404       |
|                    |                 | Brazil          | -.3092                  | .3754       |
|                    |                 | GB              | -.1678                  | .4488       |
|                    |                 | Canada          | -.6085                  | .6276       |
|                    |                 | China           | -.9310                  | .5822       |
|                    |                 | Netherlands     | -.5294                  | .3075       |
|                    |                 | Philippines     | -.6107                  | .5105       |
|                    |                 | France          | -.7483                  | .2418       |
|                    |                 | Germany         | -.6616                  | .3846       |
|                    |                 | India           | -.5324                  | .5369       |
|                    |                 | Indonesia       | -.6308                  | .9204       |
|                    |                 | Japan           | -.1026                  | .6497       |
|                    |                 | Malaysia        | -.5402                  | .6259       |
|                    |                 | Mexico          | -.6450                  | .5545       |
|                    |                 | Poland          | -.3933                  | .6945       |
|                    |                 | Russia          | -.8670                  | .4097       |
|                    |                 | Singapore       | -.3093                  | .5410       |
|                    |                 | Spain           | -.7657                  | .8057       |
|                    |                 | Switzerland     | -.6880                  | .3999       |
| Turkey             | -.8060          | .2291           |                         |             |
| Venezuela          | -.8906          | .1910           |                         |             |
|                    | Argentina       | America         | -.2000                  | .8943       |
|                    |                 | Australia       | -.5351                  | 1.3390      |
|                    |                 | Brazil          | -.2345                  | .9951       |
|                    |                 | GB              | -.1089                  | 1.0842      |
|                    |                 | Canada          | -.4450                  | 1.1585      |
|                    |                 | China           | -.7400                  | 1.0856      |
|                    |                 | Netherlands     | -.4240                  | .8965       |
|                    |                 | Philippines     | -.4613                  | 1.0554      |
|                    |                 | France          | -.6173                  | .8052       |
|                    |                 | Germany         | -.5224                  | .9397       |
|                    |                 | India           | -.3899                  | 1.0888      |
|                    |                 | Indonesia       | -.4367                  | 1.4206      |
|                    |                 | Japan           | -.0136                  | 1.2550      |
|                    |                 | Malaysia        | -.3850                  | 1.1652      |
|                    |                 | Mexico          | -.4858                  | 1.0896      |
|                    |                 | Poland          | -.2483                  | 1.2439      |
|                    |                 | Russia          | -.6990                  | .9360       |
|                    |                 | Singapore       | -.2015                  | 1.1276      |
|                    |                 | Spain           | -.5699                  | 1.3043      |
|                    |                 | Switzerland     | -.5430                  | .9492       |
| Turkey             | -.6684          | .7859           |                         |             |
| Venezuela          | -.7464          | .7412           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Australia       | America         | -.8404                  | .7309       |
|                    |                 | Argentina       | -1.3390                 | .5351       |
|                    |                 | Brazil          | -.8558                  | .8126       |
|                    |                 | GB              | -.7351                  | .9066       |
|                    |                 | Canada          | -1.0254                 | .9350       |
|                    |                 | China           | -1.3021                 | .8438       |
|                    |                 | Netherlands     | -1.0339                 | .7026       |
|                    |                 | Philippines     | -1.0499                 | .8401       |
|                    |                 | France          | -1.2156                 | .5996       |
|                    |                 | Germany         | -1.1165                 | .7300       |
|                    |                 | India           | -.9823                  | .8774       |
|                    |                 | Indonesia       | -.9964                  | 1.1764      |
|                    |                 | Japan           | -.6299                  | 1.0675      |
|                    |                 | Malaysia        | -.9703                  | .9466       |
|                    |                 | Mexico          | -1.0688                 | .8687       |
|                    |                 | Poland          | -.8393                  | 1.0310      |
|                    |                 | Russia          | -1.2765                 | .7097       |
|                    |                 | Singapore       | -.8104                  | .9326       |
|                    |                 | Spain           | -1.1284                 | 1.0589      |
|                    |                 | Switzerland     | -1.1340                 | .7364       |
| Turkey             | -1.2633         | .5769           |                         |             |
| Venezuela          | -1.3379         | .5288           |                         |             |
|                    | Brazil          | America         | -.3754                  | .3092       |
|                    |                 | Argentina       | -.9951                  | .2345       |
|                    |                 | Australia       | -.8126                  | .8558       |
|                    |                 | GB              | -.3094                  | .5241       |
|                    |                 | Canada          | -.7023                  | .6551       |
|                    |                 | China           | -1.0144                 | .5994       |
|                    |                 | Netherlands     | -.6478                  | .3597       |
|                    |                 | Philippines     | -.7101                  | .5436       |
|                    |                 | France          | -.8553                  | .2825       |
|                    |                 | Germany         | -.7651                  | .4218       |
|                    |                 | India           | -.6346                  | .5729       |
|                    |                 | Indonesia       | -.7131                  | .9364       |
|                    |                 | Japan           | -.2288                  | .7096       |
|                    |                 | Malaysia        | -.6372                  | .6567       |
|                    |                 | Mexico          | -.7405                  | .5836       |
|                    |                 | Poland          | -.4945                  | .7294       |
|                    |                 | Russia          | -.9590                  | .4354       |
|                    |                 | Singapore       | -.4266                  | .5921       |
|                    |                 | Spain           | -.8473                  | .8211       |
|                    |                 | Switzerland     | -.7891                  | .4348       |
| Turkey             | -.9102          | .2671           |                         |             |
| Venezuela          | -.9921          | .2262           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | GB              | America         | -.4488                  | .1678       |
|                    |                 | Argentina       | -1.0842                 | .1089       |
|                    |                 | Australia       | -.9066                  | .7351       |
|                    |                 | Brazil          | -.5241                  | .3094       |
|                    |                 | Canada          | -.7931                  | .5313       |
|                    |                 | China           | -1.1079                 | .4782       |
|                    |                 | Netherlands     | -.7326                  | .2299       |
|                    |                 | Philippines     | -.7995                  | .4183       |
|                    |                 | France          | -.9429                  | .1554       |
|                    |                 | Germany         | -.8535                  | .2956       |
|                    |                 | India           | -.7233                  | .4469       |
|                    |                 | Indonesia       | -.8069                  | .8155       |
|                    |                 | Japan           | -.3119                  | .5781       |
|                    |                 | Malaysia        | -.7272                  | .5321       |
|                    |                 | Mexico          | -.8309                  | .4594       |
|                    |                 | Poland          | -.5835                  | .6037       |
|                    |                 | Russia          | -1.0503                 | .3120       |
|                    |                 | Singapore       | -.5117                  | .4625       |
|                    |                 | Spain           | -.9413                  | .7004       |
|                    |                 | Switzerland     | -.8781                  | .3091       |
| Turkey             | -.9985          | .1406           |                         |             |
| Venezuela          | -1.0810         | .1004           |                         |             |
|                    | Canada          | America         | -.6276                  | .6085       |
|                    |                 | Argentina       | -1.1585                 | .4450       |
|                    |                 | Australia       | -.9350                  | 1.0254      |
|                    |                 | Brazil          | -.6551                  | .7023       |
|                    |                 | GB              | -.5313                  | .7931       |
|                    |                 | China           | -1.1410                 | .7731       |
|                    |                 | Netherlands     | -.8406                  | .5996       |
|                    |                 | Philippines     | -.8707                  | .7513       |
|                    |                 | France          | -1.0300                 | .5043       |
|                    |                 | Germany         | -.9336                  | .6374       |
|                    |                 | India           | -.8006                  | .7860       |
|                    |                 | Indonesia       | -.8369                  | 1.1073      |
|                    |                 | Japan           | -.4324                  | .9604       |
|                    |                 | Malaysia        | -.7934                  | .8600       |
|                    |                 | Mexico          | -.8934                  | .7837       |
|                    |                 | Poland          | -.6585                  | .9406       |
|                    |                 | Russia          | -1.1048                 | .6283       |
|                    |                 | Singapore       | -.6177                  | .8303       |
|                    |                 | Spain           | -.9697                  | .9906       |
|                    |                 | Switzerland     | -.9532                  | .6460       |
| Turkey             | -1.0799         | .4839           |                         |             |
| Venezuela          | -1.1568         | .4381           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | China           | America         | -.5822                  | .9310       |
|                    |                 | Argentina       | -1.0856                 | .7400       |
|                    |                 | Australia       | -.8438                  | 1.3021      |
|                    |                 | Brazil          | -.5994                  | 1.0144      |
|                    |                 | GB              | -.4782                  | 1.1079      |
|                    |                 | Canada          | -.7731                  | 1.1410      |
|                    |                 | Netherlands     | -.7785                  | .9055       |
|                    |                 | Philippines     | -.7967                  | 1.0453      |
|                    |                 | France          | -.9614                  | .8037       |
|                    |                 | Germany         | -.8627                  | .9345       |
|                    |                 | India           | -.7287                  | 1.0821      |
|                    |                 | Indonesia       | -.7464                  | 1.3847      |
|                    |                 | Japan           | -.3739                  | 1.2698      |
|                    |                 | Malaysia        | -.7175                  | 1.1521      |
|                    |                 | Mexico          | -.8162                  | 1.0744      |
|                    |                 | Poland          | -.5859                  | 1.2359      |
|                    |                 | Russia          | -1.0245                 | .9160       |
|                    |                 | Singapore       | -.5551                  | 1.1356      |
|                    |                 | Spain           | -.8785                  | 1.2673      |
|                    |                 | Switzerland     | -.8805                  | .9413       |
| Turkey             | -1.0095         | .7814           |                         |             |
| Venezuela          | -1.0844         | .7336           |                         |             |
|                    | Netherlands     | America         | -.3075                  | .5294       |
|                    |                 | Argentina       | -.8965                  | .4240       |
|                    |                 | Australia       | -.7026                  | 1.0339      |
|                    |                 | Brazil          | -.3597                  | .6478       |
|                    |                 | GB              | -.2299                  | .7326       |
|                    |                 | Canada          | -.5996                  | .8406       |
|                    |                 | China           | -.9055                  | .7785       |
|                    |                 | Philippines     | -.6106                  | .7323       |
|                    |                 | France          | -.7601                  | .4754       |
|                    |                 | Germany         | -.6680                  | .6128       |
|                    |                 | India           | -.5367                  | .7631       |
|                    |                 | Indonesia       | -.6034                  | 1.1148      |
|                    |                 | Japan           | -.1429                  | .9118       |
|                    |                 | Malaysia        | -.5365                  | .8441       |
|                    |                 | Mexico          | -.6388                  | .7701       |
|                    |                 | Poland          | -.3961                  | .9191       |
|                    |                 | Russia          | -.8553                  | .6198       |
|                    |                 | Singapore       | -.3365                  | .7901       |
|                    |                 | Spain           | -.7373                  | .9992       |
|                    |                 | Switzerland     | -.6907                  | .6244       |
| Turkey             | -.8135          | .4584           |                         |             |
| Venezuela          | -.8938          | .4161           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Philippines     | America         | -.5105                  | .6107       |
|                    |                 | Argentina       | -1.0554                 | .4613       |
|                    |                 | Australia       | -.8401                  | 1.0499      |
|                    |                 | Brazil          | -.5436                  | .7101       |
|                    |                 | GB              | -.4183                  | .7995       |
|                    |                 | Canada          | -.7513                  | .8707       |
|                    |                 | China           | -1.0453                 | .7967       |
|                    |                 | Netherlands     | -.7323                  | .6106       |
|                    |                 | France          | -.9248                  | .5185       |
|                    |                 | Germany         | -.8296                  | .6528       |
|                    |                 | India           | -.6970                  | .8018       |
|                    |                 | Indonesia       | -.7418                  | 1.1315      |
|                    |                 | Japan           | -.3223                  | .9696       |
|                    |                 | Malaysia        | -.6917                  | .8777       |
|                    |                 | Mexico          | -.7923                  | .8020       |
|                    |                 | Poland          | -.5553                  | .9568       |
|                    |                 | Russia          | -1.0051                 | .6480       |
|                    |                 | Singapore       | -.5097                  | .8416       |
|                    |                 | Spain           | -.8749                  | 1.0151      |
|                    |                 | Switzerland     | -.8500                  | .6621       |
| Turkey             | -.9756          | .4990           |                         |             |
| Venezuela          | -1.0535         | .4541           |                         |             |
|                    | France          | America         | -.2418                  | .7483       |
|                    |                 | Argentina       | -.8052                  | .6173       |
|                    |                 | Australia       | -.5996                  | 1.2156      |
|                    |                 | Brazil          | -.2825                  | .8553       |
|                    |                 | GB              | -.1554                  | .9429       |
|                    |                 | Canada          | -.5043                  | 1.0300      |
|                    |                 | China           | -.8037                  | .9614       |
|                    |                 | Netherlands     | -.4754                  | .7601       |
|                    |                 | Philippines     | -.5185                  | .9248       |
|                    |                 | Germany         | -.5782                  | .8076       |
|                    |                 | India           | -.4461                  | .9572       |
|                    |                 | Indonesia       | -.5009                  | 1.2970      |
|                    |                 | Japan           | -.0631                  | 1.1167      |
|                    |                 | Malaysia        | -.4431                  | 1.0354      |
|                    |                 | Mexico          | -.5445                  | .9604       |
|                    |                 | Poland          | -.3049                  | 1.1126      |
|                    |                 | Russia          | -.7590                  | .8082       |
|                    |                 | Singapore       | -.2532                  | .9914       |
|                    |                 | Spain           | -.6344                  | 1.1809      |
|                    |                 | Switzerland     | -.5996                  | .8180       |
| Turkey             | -.7239          | .6536           |                         |             |
| Venezuela          | -.8029          | .6098           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Germany         | America         | -.3846                  | .6616       |
|                    |                 | Argentina       | -.9397                  | .5224       |
|                    |                 | Australia       | -.7300                  | 1.1165      |
|                    |                 | Brazil          | -.4218                  | .7651       |
|                    |                 | GB              | -.2956                  | .8535       |
|                    |                 | Canada          | -.6374                  | .9336       |
|                    |                 | China           | -.9345                  | .8627       |
|                    |                 | Netherlands     | -.6128                  | .6680       |
|                    |                 | Philippines     | -.6528                  | .8296       |
|                    |                 | France          | -.8076                  | .5782       |
|                    |                 | India           | -.5809                  | .8625       |
|                    |                 | Indonesia       | -.6314                  | 1.1980      |
|                    |                 | Japan           | -.2016                  | 1.0257      |
|                    |                 | Malaysia        | -.5769                  | .9397       |
|                    |                 | Mexico          | -.6779                  | .8644       |
|                    |                 | Poland          | -.4395                  | 1.0178      |
|                    |                 | Russia          | -.8917                  | .7114       |
|                    |                 | Singapore       | -.3905                  | .8992       |
|                    |                 | Spain           | -.7647                  | 1.0817      |
|                    |                 | Switzerland     | -.7342                  | .7231       |
| Turkey             | -.8591          | .5593           |                         |             |
| Venezuela          | -.9376          | .5150           |                         |             |
|                    | India           | America         | -.5369                  | .5324       |
|                    |                 | Argentina       | -1.0888                 | .3899       |
|                    |                 | Australia       | -.8774                  | .9823       |
|                    |                 | Brazil          | -.5729                  | .6346       |
|                    |                 | GB              | -.4469                  | .7233       |
|                    |                 | Canada          | -.7860                  | .8006       |
|                    |                 | China           | -1.0821                 | .7287       |
|                    |                 | Netherlands     | -.7631                  | .5367       |
|                    |                 | Philippines     | -.8018                  | .6970       |
|                    |                 | France          | -.9572                  | .4461       |
|                    |                 | Germany         | -.8625                  | .5809       |
|                    |                 | Indonesia       | -.7788                  | 1.0638      |
|                    |                 | Japan           | -.3523                  | .8948       |
|                    |                 | Malaysia        | -.7257                  | .8069       |
|                    |                 | Mexico          | -.8267                  | .7315       |
|                    |                 | Poland          | -.5887                  | .8853       |
|                    |                 | Russia          | -1.0401                 | .5782       |
|                    |                 | Singapore       | -.5407                  | .7679       |
|                    |                 | Spain           | -.9121                  | .9476       |
|                    |                 | Switzerland     | -.8833                  | .5907       |
| Turkey             | -1.0085         | .4270           |                         |             |
| Venezuela          | -1.0868         | .3826           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Indonesia       | America         | -.9204                  | .6308       |
|                    |                 | Argentina       | -1.4206                 | .4367       |
|                    |                 | Australia       | -1.1764                 | .9964       |
|                    |                 | Brazil          | -.9364                  | .7131       |
|                    |                 | GB              | -.8155                  | .8069       |
|                    |                 | Canada          | -1.1073                 | .8369       |
|                    |                 | China           | -1.3847                 | .7464       |
|                    |                 | Netherlands     | -1.1148                 | .6034       |
|                    |                 | Philippines     | -1.1315                 | .7418       |
|                    |                 | France          | -1.2970                 | .5009       |
|                    |                 | Germany         | -1.1980                 | .6314       |
|                    |                 | India           | -1.0638                 | .7788       |
|                    |                 | Japan           | -.7106                  | .9681       |
|                    |                 | Malaysia        | -1.0521                 | .8484       |
|                    |                 | Mexico          | -1.1506                 | .7705       |
|                    |                 | Poland          | -.9209                  | .9326       |
|                    |                 | Russia          | -1.3586                 | .6117       |
|                    |                 | Singapore       | -.8914                  | .8335       |
|                    |                 | Spain           | -1.2112                 | .9616       |
|                    |                 | Switzerland     | -1.2156                 | .6379       |
| Turkey             | -1.3447         | .4783           |                         |             |
| Venezuela          | -1.4195         | .4303           |                         |             |
|                    | Japan           | America         | -.6497                  | .1026       |
|                    |                 | Argentina       | -1.2550                 | .0136       |
|                    |                 | Australia       | -1.0675                 | .6299       |
|                    |                 | Brazil          | -.7096                  | .2288       |
|                    |                 | GB              | -.5781                  | .3119       |
|                    |                 | Canada          | -.9604                  | .4324       |
|                    |                 | China           | -1.2698                 | .3739       |
|                    |                 | Netherlands     | -.9118                  | .1429       |
|                    |                 | Philippines     | -.9696                  | .3223       |
|                    |                 | France          | -1.1167                 | .0631       |
|                    |                 | Germany         | -1.0257                 | .2016       |
|                    |                 | India           | -.8948                  | .3523       |
|                    |                 | Indonesia       | -.9681                  | .7106       |
|                    |                 | Malaysia        | -.8962                  | .4349       |
|                    |                 | Mexico          | -.9990                  | .3614       |
|                    |                 | Poland          | -.7545                  | .5086       |
|                    |                 | Russia          | -1.2167                 | .2122       |
|                    |                 | Singapore       | -.6904                  | .3750       |
|                    |                 | Spain           | -1.1022                 | .5951       |
|                    |                 | Switzerland     | -1.0491                 | .2139       |
| Turkey             | -1.1710         | .0470           |                         |             |
| Venezuela          | -1.2522         | .0055           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 01 Visionary       | Malaysia        | America         | -.6259                  | .5402       |        |
|                    |                 | Argentina       | -1.1652                 | .3850       |        |
|                    |                 | Australia       | -.9466                  | .9703       |        |
|                    |                 | Brazil          | -.6567                  | .6372       |        |
|                    |                 | GB              | -.5321                  | .7272       |        |
|                    |                 | Canada          | -.8600                  | .7934       |        |
|                    |                 | China           | -1.1521                 | .7175       |        |
|                    |                 | Netherlands     | -.8441                  | .5365       |        |
|                    |                 | Philippines     | -.8777                  | .6917       |        |
|                    |                 | France          | -1.0354                 | .4431       |        |
|                    |                 | Germany         | -.9397                  | .5769       |        |
|                    |                 | India           | -.8069                  | .7257       |        |
|                    |                 | Indonesia       | -.8484                  | 1.0521      |        |
|                    |                 | Japan           | -.4349                  | .8962       |        |
|                    |                 | Mexico          | -.9012                  | .7249       |        |
|                    |                 | Poland          | -.6651                  | .8805       |        |
|                    |                 | Russia          | -1.1135                 | .5704       |        |
|                    |                 | Singapore       | -.6214                  | .7674       |        |
|                    |                 | Spain           | -.9814                  | .9356       |        |
|                    |                 | Switzerland     | -.9598                  | .5859       |        |
|                    | Turkey          | -1.0858         | .4232                   |             |        |
|                    | Venezuela       | -1.1633         | .3779                   |             |        |
|                    |                 | Mexico          | America                 | -.5545      | .6450  |
|                    |                 |                 | Argentina               | -1.0896     | .4858  |
|                    |                 |                 | Australia               | -.8687      | 1.0688 |
|                    |                 |                 | Brazil                  | -.5836      | .7405  |
|                    |                 |                 | GB                      | -.4594      | .8309  |
|                    |                 |                 | Canada                  | -.7837      | .8934  |
|                    |                 |                 | China                   | -1.0744     | .8162  |
|                    |                 |                 | Netherlands             | -.7701      | .6388  |
|                    |                 |                 | Philippines             | -.8020      | .7923  |
|                    |                 |                 | France                  | -.9604      | .5445  |
|                    |                 |                 | Germany                 | -.8644      | .6779  |
|                    | India           |                 | -.7315                  | .8267       |        |
|                    | Indonesia       |                 | -.7705                  | 1.1506      |        |
|                    | Japan           | -.3614          | .9990                   |             |        |
|                    | Malaysia        | -.7249          | .9012                   |             |        |
|                    | Poland          | -.5896          | .9814                   |             |        |
|                    | Russia          | -1.0370         | .6702                   |             |        |
|                    | Singapore       | -.5473          | .8696                   |             |        |
|                    | Spain           | -.9034          | 1.0340                  |             |        |
|                    | Switzerland     | -.8842          | .6867                   |             |        |
|                    | Turkey          | -1.0106         | .5243                   |             |        |
|                    | Venezuela       | -1.0878         | .4788                   |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Poland          | America         | -.6945                  | .3933       |
|                    |                 | Argentina       | -1.2439                 | .2483       |
|                    |                 | Australia       | -1.0310                 | .8393       |
|                    |                 | Brazil          | -.7294                  | .4945       |
|                    |                 | GB              | -.6037                  | .5835       |
|                    |                 | Canada          | -.9406                  | .6585       |
|                    |                 | China           | -1.2359                 | .5859       |
|                    |                 | Netherlands     | -.9191                  | .3961       |
|                    |                 | Philippines     | -.9568                  | .5553       |
|                    |                 | France          | -1.1126                 | .3049       |
|                    |                 | Germany         | -1.0178                 | .4395       |
|                    |                 | India           | -.8853                  | .5887       |
|                    |                 | Indonesia       | -.9326                  | .9209       |
|                    |                 | Japan           | -.5086                  | .7545       |
|                    |                 | Malaysia        | -.8805                  | .6651       |
|                    |                 | Mexico          | -.9814                  | .5896       |
|                    |                 | Russia          | -1.1946                 | .4361       |
|                    |                 | Singapore       | -.6966                  | .6271       |
|                    |                 | Spain           | -1.0658                 | .8046       |
|                    |                 | Switzerland     | -1.0384                 | .4491       |
| Turkey             | -1.1637         | .2857           |                         |             |
| Venezuela          | -1.2418         | .2411           |                         |             |
|                    | Russia          | America         | -.4097                  | .8670       |
|                    |                 | Argentina       | -.9360                  | .6990       |
|                    |                 | Australia       | -.7097                  | 1.2765      |
|                    |                 | Brazil          | -.4354                  | .9590       |
|                    |                 | GB              | -.3120                  | 1.0503      |
|                    |                 | Canada          | -.6283                  | 1.1048      |
|                    |                 | China           | -.9160                  | 1.0245      |
|                    |                 | Netherlands     | -.6198                  | .8553       |
|                    |                 | Philippines     | -.6480                  | 1.0051      |
|                    |                 | France          | -.8082                  | .7590       |
|                    |                 | Germany         | -.7114                  | .8917       |
|                    |                 | India           | -.5782                  | 1.0401      |
|                    |                 | Indonesia       | -.6117                  | 1.3586      |
|                    |                 | Japan           | -.2122                  | 1.2167      |
|                    |                 | Malaysia        | -.5704                  | 1.1135      |
|                    |                 | Mexico          | -.6702                  | 1.0370      |
|                    |                 | Poland          | -.4361                  | 1.1946      |
|                    |                 | Singapore       | -.3969                  | 1.0859      |
|                    |                 | Spain           | -.7444                  | 1.2417      |
|                    |                 | Switzerland     | -.7307                  | .8999       |
| Turkey             | -.8578          | .7382           |                         |             |
| Venezuela          | -.9344          | .6921           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Singapore       | America         | -.5410                  | .3093       |
|                    |                 | Argentina       | -1.1276                 | .2015       |
|                    |                 | Australia       | -.9326                  | .8104       |
|                    |                 | Brazil          | -.5921                  | .4266       |
|                    |                 | GB              | -.4625                  | .5117       |
|                    |                 | Canada          | -.8303                  | .6177       |
|                    |                 | China           | -1.1356                 | .5551       |
|                    |                 | Netherlands     | -.7901                  | .3365       |
|                    |                 | Philippines     | -.8416                  | .5097       |
|                    |                 | France          | -.9914                  | .2532       |
|                    |                 | Germany         | -.8992                  | .3905       |
|                    |                 | India           | -.7679                  | .5407       |
|                    |                 | Indonesia       | -.8335                  | .8914       |
|                    |                 | Japan           | -.3750                  | .6904       |
|                    |                 | Malaysia        | -.7674                  | .6214       |
|                    |                 | Mexico          | -.8696                  | .5473       |
|                    |                 | Poland          | -.6271                  | .6966       |
|                    |                 | Russia          | -1.0859                 | .3969       |
|                    |                 | Spain           | -.9674                  | .7757       |
|                    |                 | Switzerland     | -.9218                  | .4020       |
| Turkey             | -1.0447         | .2361           |                         |             |
| Venezuela          | -1.1249         | .1937           |                         |             |
|                    | Spain           | America         | -.8057                  | .7657       |
|                    |                 | Argentina       | -1.3043                 | .5699       |
|                    |                 | Australia       | -1.0589                 | 1.1284      |
|                    |                 | Brazil          | -.8211                  | .8473       |
|                    |                 | GB              | -.7004                  | .9413       |
|                    |                 | Canada          | -.9906                  | .9697       |
|                    |                 | China           | -1.2673                 | .8785       |
|                    |                 | Netherlands     | -.9992                  | .7373       |
|                    |                 | Philippines     | -1.0151                 | .8749       |
|                    |                 | France          | -1.1809                 | .6344       |
|                    |                 | Germany         | -1.0817                 | .7647       |
|                    |                 | India           | -.9476                  | .9121       |
|                    |                 | Indonesia       | -.9616                  | 1.2112      |
|                    |                 | Japan           | -.5951                  | 1.1022      |
|                    |                 | Malaysia        | -.9356                  | .9814       |
|                    |                 | Mexico          | -1.0340                 | .9034       |
|                    |                 | Poland          | -.8046                  | 1.0658      |
|                    |                 | Russia          | -1.2417                 | .7444       |
|                    |                 | Singapore       | -.7757                  | .9674       |
|                    |                 | Switzerland     | -1.0992                 | .7712       |
| Turkey             | -1.2286         | .6117           |                         |             |
| Venezuela          | -1.3032         | .5636           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Switzerland     | America         | -.3999                  | .6880       |
|                    |                 | Argentina       | -.9492                  | .5430       |
|                    |                 | Australia       | -.7364                  | 1.1340      |
|                    |                 | Brazil          | -.4348                  | .7891       |
|                    |                 | GB              | -.3091                  | .8781       |
|                    |                 | Canada          | -.6460                  | .9532       |
|                    |                 | China           | -.9413                  | .8805       |
|                    |                 | Netherlands     | -.6244                  | .6907       |
|                    |                 | Philippines     | -.6621                  | .8500       |
|                    |                 | France          | -.8180                  | .5996       |
|                    |                 | Germany         | -.7231                  | .7342       |
|                    |                 | India           | -.5907                  | .8833       |
|                    |                 | Indonesia       | -.6379                  | 1.2156      |
|                    |                 | Japan           | -.2139                  | 1.0491      |
|                    |                 | Malaysia        | -.5859                  | .9598       |
|                    |                 | Mexico          | -.6867                  | .8842       |
|                    |                 | Poland          | -.4491                  | 1.0384      |
|                    |                 | Russia          | -.8999                  | .7307       |
|                    |                 | Singapore       | -.4020                  | .9218       |
|                    |                 | Spain           | -.7712                  | 1.0992      |
| Turkey             | -.8691          | .5803           |                         |             |
| Venezuela          | -.9472          | .5357           |                         |             |
|                    | Turkey          | America         | -.2291                  | .8060       |
|                    |                 | Argentina       | -.7859                  | .6684       |
|                    |                 | Australia       | -.5769                  | 1.2633      |
|                    |                 | Brazil          | -.2671                  | .9102       |
|                    |                 | GB              | -.1406                  | .9985       |
|                    |                 | Canada          | -.4839                  | 1.0799      |
|                    |                 | China           | -.7814                  | 1.0095      |
|                    |                 | Netherlands     | -.4584                  | .8135       |
|                    |                 | Philippines     | -.4990                  | .9756       |
|                    |                 | France          | -.6536                  | .7239       |
|                    |                 | Germany         | -.5593                  | .8591       |
|                    |                 | India           | -.4270                  | 1.0085      |
|                    |                 | Indonesia       | -.4783                  | 1.3447      |
|                    |                 | Japan           | -.0470                  | 1.1710      |
|                    |                 | Malaysia        | -.4232                  | 1.0858      |
|                    |                 | Mexico          | -.5243                  | 1.0106      |
|                    |                 | Poland          | -.2857                  | 1.1637      |
|                    |                 | Russia          | -.7382                  | .8578       |
|                    |                 | Singapore       | -.2361                  | 1.0447      |
|                    |                 | Spain           | -.6117                  | 1.2286      |
| Switzerland        | -.5803          | .8691           |                         |             |
| Venezuela          | -.7837          | .6610           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 01 Visionary       | Venezuela       | America         | -.1910                  | .8906       |
|                    |                 | Argentina       | -.7412                  | .7464       |
|                    |                 | Australia       | -.5288                  | 1.3379      |
|                    |                 | Brazil          | -.2262                  | .9921       |
|                    |                 | GB              | -.1004                  | 1.0810      |
|                    |                 | Canada          | -.4381                  | 1.1568      |
|                    |                 | China           | -.7336                  | 1.0844      |
|                    |                 | Netherlands     | -.4161                  | .8938       |
|                    |                 | Philippines     | -.4541                  | 1.0535      |
|                    |                 | France          | -.6098                  | .8029       |
|                    |                 | Germany         | -.5150                  | .9376       |
|                    |                 | India           | -.3826                  | 1.0868      |
|                    |                 | Indonesia       | -.4303                  | 1.4195      |
|                    |                 | Japan           | -.0055                  | 1.2522      |
|                    |                 | Malaysia        | -.3779                  | 1.1633      |
|                    |                 | Mexico          | -.4788                  | 1.0878      |
|                    |                 | Poland          | -.2411                  | 1.2418      |
|                    |                 | Russia          | -.6921                  | .9344       |
| Singapore          | -.1937          | 1.1249          |                         |             |
| Spain              | -.5636          | 1.3032          |                         |             |
| Switzerland        | -.5357          | .9472           |                         |             |
| Turkey             | -.6610          | .7837           |                         |             |
| 02 Organised       | America         | Argentina       | -.5687                  | .6901       |
|                    |                 | Australia       | -1.0481                 | .7596       |
|                    |                 | Brazil          | -.4325                  | .3551       |
|                    |                 | GB              | -.0249                  | .6844       |
|                    |                 | Canada          | -.3945                  | 1.0276      |
|                    |                 | China           | -1.0955                 | .6452       |
|                    |                 | Netherlands     | -.3881                  | .5746       |
|                    |                 | Philippines     | -.9247                  | .3652       |
|                    |                 | France          | -.8453                  | .2937       |
|                    |                 | Germany         | -.7472                  | .4563       |
|                    |                 | India           | -.8582                  | .3719       |
|                    |                 | Indonesia       | -.9421                  | .8424       |
|                    |                 | Japan           | -.2005                  | .6650       |
|                    |                 | Malaysia        | -.8757                  | .4658       |
|                    |                 | Mexico          | -1.0002                 | .3797       |
|                    |                 | Poland          | -.9290                  | .3225       |
|                    |                 | Russia          | -1.2074                 | .2613       |
|                    |                 | Singapore       | -.3247                  | .6535       |
| Spain              | -1.0075         | .8001           |                         |             |
| Switzerland        | -.6978          | .5537           |                         |             |
| Turkey             | -.9805          | .2104           |                         |             |
| Venezuela          | -1.0118         | .2324           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Argentina       | America         | -.6901                  | .5687       |
|                    |                 | Australia       | -1.2829                 | .8731       |
|                    |                 | Brazil          | -.8067                  | .6079       |
|                    |                 | GB              | -.4172                  | .9553       |
|                    |                 | Canada          | -.6665                  | 1.1782      |
|                    |                 | China           | -1.3359                 | .7643       |
|                    |                 | Netherlands     | -.7270                  | .7921       |
|                    |                 | Philippines     | -1.2128                 | .5320       |
|                    |                 | France          | -1.1547                 | .4817       |
|                    |                 | Germany         | -1.0471                 | .6348       |
|                    |                 | India           | -1.1544                 | .5467       |
|                    |                 | Indonesia       | -1.1788                 | .9578       |
|                    |                 | Japan           | -.5581                  | .9013       |
|                    |                 | Malaysia        | -1.1573                 | .6260       |
|                    |                 | Mexico          | -1.2771                 | .5352       |
|                    |                 | Poland          | -1.2223                 | .4943       |
|                    |                 | Russia          | -1.4742                 | .4067       |
|                    |                 | Singapore       | -.6607                  | .8682       |
|                    |                 | Spain           | -1.2424                 | .9136       |
|                    |                 | Switzerland     | -.9910                  | .7256       |
| Turkey             | -1.2822         | .3907           |                         |             |
| Venezuela          | -1.3061         | .4053           |                         |             |
|                    | Australia       | America         | -.7596                  | 1.0481      |
|                    |                 | Argentina       | -.8731                  | 1.2829      |
|                    |                 | Brazil          | -.8541                  | 1.0652      |
|                    |                 | GB              | -.4703                  | 1.4183      |
|                    |                 | Canada          | -.6668                  | 1.5884      |
|                    |                 | China           | -1.3152                 | 1.1534      |
|                    |                 | Netherlands     | -.7613                  | 1.2363      |
|                    |                 | Philippines     | -1.2226                 | .9516       |
|                    |                 | France          | -1.1757                 | .9126       |
|                    |                 | Germany         | -1.0633                 | 1.0608      |
|                    |                 | India           | -1.1686                 | .9708       |
|                    |                 | Indonesia       | -1.1554                 | 1.3442      |
|                    |                 | Japan           | -.5998                  | 1.3528      |
|                    |                 | Malaysia        | -1.1633                 | 1.0419      |
|                    |                 | Mexico          | -1.2804                 | .9484       |
|                    |                 | Poland          | -1.2349                 | .9168       |
|                    |                 | Russia          | -1.4713                 | .8136       |
|                    |                 | Singapore       | -.6939                  | 1.3112      |
|                    |                 | Spain           | -1.2176                 | 1.2986      |
|                    |                 | Switzerland     | -1.0036                 | 1.1481      |
| Turkey             | -1.2993         | .8177           |                         |             |
| Venezuela          | -1.3192         | .8282           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Brazil          | America         | -.3551                  | .4325       |
|                    |                 | Argentina       | -.6079                  | .8067       |
|                    |                 | Australia       | -1.0652                 | .8541       |
|                    |                 | GB              | -.1110                  | .8479       |
|                    |                 | Canada          | -.4255                  | 1.1360      |
|                    |                 | China           | -1.1147                 | .7418       |
|                    |                 | Netherlands     | -.4475                  | .7114       |
|                    |                 | Philippines     | -.9621                  | .4801       |
|                    |                 | France          | -.8916                  | .4174       |
|                    |                 | Germany         | -.7895                  | .5760       |
|                    |                 | India           | -.8990                  | .4901       |
|                    |                 | Indonesia       | -.9599                  | .9376       |
|                    |                 | Japan           | -.2688                  | .8107       |
|                    |                 | Malaysia        | -.9105                  | .5780       |
|                    |                 | Mexico          | -1.0332                 | .4901       |
|                    |                 | Poland          | -.9686                  | .4394       |
|                    |                 | Russia          | -1.2364                 | .3677       |
|                    |                 | Singapore       | -.3828                  | .7890       |
|                    |                 | Spain           | -1.0247                 | .8947       |
|                    |                 | Switzerland     | -.7373                  | .6707       |
| Turkey             | -1.0235         | .3308           |                         |             |
| Venezuela          | -1.0518         | .3497           |                         |             |
|                    | GB              | America         | -.6844                  | .0249       |
|                    |                 | Argentina       | -.9553                  | .4172       |
|                    |                 | Australia       | -1.4183                 | .4703       |
|                    |                 | Brazil          | -.8479                  | .1110       |
|                    |                 | Canada          | -.7750                  | .7486       |
|                    |                 | China           | -1.4672                 | .3574       |
|                    |                 | Netherlands     | -.7901                  | .3171       |
|                    |                 | Philippines     | -1.3100                 | .0910       |
|                    |                 | France          | -1.2372                 | .0262       |
|                    |                 | Germany         | -1.1362                 | .1857       |
|                    |                 | India           | -1.2460                 | .1002       |
|                    |                 | Indonesia       | -1.3128                 | .5537       |
|                    |                 | Japan           | -.6094                  | .4145       |
|                    |                 | Malaysia        | -1.2590                 | .1897       |
|                    |                 | Mexico          | -1.3821                 | .1022       |
|                    |                 | Poland          | -1.3159                 | .0499       |
|                    |                 | Russia          | -1.5864                 | -.0192      |
|                    |                 | Singapore       | -.7257                  | .3951       |
|                    |                 | Spain           | -1.3777                 | .5109       |
|                    |                 | Switzerland     | -1.0846                 | .2811       |
| Turkey             | -1.3700         | -.0596          |                         |             |
| Venezuela          | -1.3990         | -.0399          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Canada          | America         | -1.0276                 | .3945       |
|                    |                 | Argentina       | -1.1782                 | .6665       |
|                    |                 | Australia       | -1.5884                 | .6668       |
|                    |                 | Brazil          | -1.1360                 | .4255       |
|                    |                 | GB              | -.7486                  | .7750       |
|                    |                 | China           | -1.6427                 | .5593       |
|                    |                 | Netherlands     | -1.0517                 | .6051       |
|                    |                 | Philippines     | -1.5293                 | .3367       |
|                    |                 | France          | -1.4749                 | .2902       |
|                    |                 | Germany         | -1.3657                 | .4416       |
|                    |                 | India           | -1.4723                 | .3529       |
|                    |                 | Indonesia       | -1.4847                 | .7519       |
|                    |                 | Japan           | -.8854                  | .7169       |
|                    |                 | Malaysia        | -1.4725                 | .4295       |
|                    |                 | Mexico          | -1.5914                 | .3378       |
|                    |                 | Poland          | -1.5396                 | .3000       |
|                    |                 | Russia          | -1.7865                 | .2073       |
|                    |                 | Singapore       | -.9851                  | .6808       |
|                    |                 | Spain           | -1.5478                 | .7073       |
|                    |                 | Switzerland     | -1.3084                 | .5312       |
| Turkey             | -1.6011         | .1979           |                         |             |
| Venezuela          | -1.6236         | .2111           |                         |             |
|                    | China           | America         | -.6452                  | 1.0955      |
|                    |                 | Argentina       | -.7643                  | 1.3359      |
|                    |                 | Australia       | -1.1534                 | 1.3152      |
|                    |                 | Brazil          | -.7418                  | 1.1147      |
|                    |                 | GB              | -.3574                  | 1.4672      |
|                    |                 | Canada          | -.5593                  | 1.6427      |
|                    |                 | Netherlands     | -.6502                  | 1.2870      |
|                    |                 | Philippines     | -1.1141                 | 1.0049      |
|                    |                 | France          | -1.0660                 | .9647       |
|                    |                 | Germany         | -.9541                  | 1.1134      |
|                    |                 | India           | -1.0596                 | 1.0236      |
|                    |                 | Indonesia       | -1.0505                 | 1.4012      |
|                    |                 | Japan           | -.4880                  | 1.4029      |
|                    |                 | Malaysia        | -1.0552                 | 1.0956      |
|                    |                 | Mexico          | -1.1726                 | 1.0024      |
|                    |                 | Poland          | -1.1260                 | .9698       |
|                    |                 | Russia          | -1.3641                 | .8682       |
|                    |                 | Singapore       | -.5830                  | 1.3621      |
|                    |                 | Spain           | -1.1128                 | 1.3557      |
|                    |                 | Switzerland     | -.8948                  | 1.2010      |
| Turkey             | -1.1900         | .8702           |                         |             |
| Venezuela          | -1.2103         | .8812           |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Netherlands     | America         | -.5746                  | .3881       |
|                    |                 | Argentina       | -.7921                  | .7270       |
|                    |                 | Australia       | -1.2363                 | .7613       |
|                    |                 | Brazil          | -.7114                  | .4475       |
|                    |                 | GB              | -.3171                  | .7901       |
|                    |                 | Canada          | -.6051                  | 1.0517      |
|                    |                 | China           | -1.2870                 | .6502       |
|                    |                 | Philippines     | -1.1454                 | .3994       |
|                    |                 | France          | -1.0797                 | .3416       |
|                    |                 | Germany         | -.9755                  | .4980       |
|                    |                 | India           | -1.0841                 | .4113       |
|                    |                 | Indonesia       | -1.1314                 | .8453       |
|                    |                 | Japan           | -.4676                  | .7457       |
|                    |                 | Malaysia        | -1.0923                 | .4959       |
|                    |                 | Mexico          | -1.2139                 | .4069       |
|                    |                 | Poland          | -1.1530                 | .3599       |
|                    |                 | Russia          | -1.4148                 | .2822       |
|                    |                 | Singapore       | -.5769                  | .7192       |
|                    |                 | Spain           | -1.1958                 | .8019       |
|                    |                 | Switzerland     | -.9217                  | .5912       |
| Turkey             | -1.2099         | .2533           |                         |             |
| Venezuela          | -1.2365         | .2705           |                         |             |
|                    | Philippines     | America         | -.3652                  | .9247       |
|                    |                 | Argentina       | -.5320                  | 1.2128      |
|                    |                 | Australia       | -.9516                  | 1.2226      |
|                    |                 | Brazil          | -.4801                  | .9621       |
|                    |                 | GB              | -.0910                  | 1.3100      |
|                    |                 | Canada          | -.3367                  | 1.5293      |
|                    |                 | China           | -1.0049                 | 1.1141      |
|                    |                 | Netherlands     | -.3994                  | 1.1454      |
|                    |                 | France          | -.8263                  | .8341       |
|                    |                 | Germany         | -.7184                  | .9869       |
|                    |                 | India           | -.8255                  | .8987       |
|                    |                 | Indonesia       | -.8476                  | 1.3074      |
|                    |                 | Japan           | -.2311                  | 1.2551      |
|                    |                 | Malaysia        | -.8279                  | .9775       |
|                    |                 | Mexico          | -.9475                  | .8865       |
|                    |                 | Poland          | -.8933                  | .8462       |
|                    |                 | Russia          | -1.1442                 | .7575       |
|                    |                 | Singapore       | -.3331                  | 1.2214      |
|                    |                 | Spain           | -.9111                  | 1.2632      |
|                    |                 | Switzerland     | -.6620                  | 1.0775      |
| Turkey             | -.9535          | .7429           |                         |             |
| Venezuela          | -.9771          | .7571           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | France          | America         | -.2937                  | .8453       |
|                    |                 | Argentina       | -.4817                  | 1.1547      |
|                    |                 | Australia       | -.9126                  | 1.1757      |
|                    |                 | Brazil          | -.4174                  | .8916       |
|                    |                 | GB              | -.0262                  | 1.2372      |
|                    |                 | Canada          | -.2902                  | 1.4749      |
|                    |                 | China           | -.9647                  | 1.0660      |
|                    |                 | Netherlands     | -.3416                  | 1.0797      |
|                    |                 | Philippines     | -.8341                  | .8263       |
|                    |                 | Germany         | -.6668                  | .9274       |
|                    |                 | India           | -.7746                  | .8399       |
|                    |                 | Indonesia       | -.8081                  | 1.2601      |
|                    |                 | Japan           | -.1706                  | 1.1867      |
|                    |                 | Malaysia        | -.7796                  | .9212       |
|                    |                 | Mexico          | -.9001                  | .8312       |
|                    |                 | Poland          | -.8429                  | .7879       |
|                    |                 | Russia          | -1.0987                 | .7041       |
|                    |                 | Singapore       | -.2757                  | 1.1561      |
|                    |                 | Spain           | -.8720                  | 1.2162      |
|                    |                 | Switzerland     | -.6116                  | 1.0191      |
| Turkey             | -.9016          | .6831           |                         |             |
| Venezuela          | -.9265          | .6987           |                         |             |
|                    | Germany         | America         | -.4563                  | .7472       |
|                    |                 | Argentina       | -.6348                  | 1.0471      |
|                    |                 | Australia       | -1.0608                 | 1.0633      |
|                    |                 | Brazil          | -.5760                  | .7895       |
|                    |                 | GB              | -.1857                  | 1.1362      |
|                    |                 | Canada          | -.4416                  | 1.3657      |
|                    |                 | China           | -1.1134                 | .9541       |
|                    |                 | Netherlands     | -.4980                  | .9755       |
|                    |                 | Philippines     | -.9869                  | .7184       |
|                    |                 | France          | -.9274                  | .6668       |
|                    |                 | India           | -.9280                  | .7326       |
|                    |                 | Indonesia       | -.9566                  | 1.1479      |
|                    |                 | Japan           | -.3282                  | 1.0837      |
|                    |                 | Malaysia        | -.9318                  | .8129       |
|                    |                 | Mexico          | -1.0519                 | .7224       |
|                    |                 | Poland          | -.9960                  | .6804       |
|                    |                 | Russia          | -1.2497                 | .5945       |
|                    |                 | Singapore       | -.4320                  | 1.0517      |
|                    |                 | Spain           | -1.0203                 | 1.1039      |
|                    |                 | Switzerland     | -.7648                  | .9117       |
| Turkey             | -1.0554         | .5763           |                         |             |
| Venezuela          | -1.0798         | .5913           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 02 Organised       | India           | America         | -.3719                  | .8582       |        |
|                    |                 | Argentina       | -.5467                  | 1.1544      |        |
|                    |                 | Australia       | -.9708                  | 1.1686      |        |
|                    |                 | Brazil          | -.4901                  | .8990       |        |
|                    |                 | GB              | -.1002                  | 1.2460      |        |
|                    |                 | Canada          | -.3529                  | 1.4723      |        |
|                    |                 | China           | -1.0236                 | 1.0596      |        |
|                    |                 | Netherlands     | -.4113                  | 1.0841      |        |
|                    |                 | Philippines     | -.8987                  | .8255       |        |
|                    |                 | France          | -.8399                  | .7746       |        |
|                    |                 | Germany         | -.7326                  | .9280       |        |
|                    |                 | Indonesia       | -.8666                  | 1.2532      |        |
|                    |                 | Japan           | -.2419                  | 1.1928      |        |
|                    |                 | Malaysia        | -.8434                  | .9198       |        |
|                    |                 | Mexico          | -.9634                  | .8292       |        |
|                    |                 | Poland          | -.9080                  | .7877       |        |
|                    |                 | Russia          | -1.1608                 | .7010       |        |
|                    |                 | Singapore       | -.3451                  | 1.1602      |        |
|                    |                 | Spain           | -.9302                  | 1.2091      |        |
|                    |                 | Switzerland     | -.6767                  | 1.0190      |        |
|                    | Turkey          | -.9676          | .6838                   |             |        |
|                    | Venezuela       | -.9918          | .6986                   |             |        |
|                    |                 | Indonesia       | America                 | -.8424      | .9421  |
|                    |                 |                 | Argentina               | -.9578      | 1.1788 |
|                    |                 |                 | Australia               | -1.3442     | 1.1554 |
|                    |                 |                 | Brazil                  | -.9376      | .9599  |
|                    |                 |                 | GB                      | -.5537      | 1.3128 |
|                    |                 |                 | Canada                  | -.7519      | 1.4847 |
|                    |                 |                 | China                   | -1.4012     | 1.0505 |
|                    |                 |                 | Netherlands             | -.8453      | 1.1314 |
|                    |                 |                 | Philippines             | -1.3074     | .8476  |
|                    |                 |                 | France                  | -1.2601     | .8081  |
|                    |                 |                 | Germany                 | -1.1479     | .9566  |
|                    | India           |                 | -1.2532                 | .8666       |        |
|                    | Japan           |                 | -.6835                  | 1.2477      |        |
|                    | Malaysia        | -1.2483         | .9380                   |             |        |
|                    | Mexico          | -1.3655         | .8446                   |             |        |
|                    | Poland          | -1.3196         | .8127                   |             |        |
|                    | Russia          | -1.5565         | .7100                   |             |        |
|                    | Singapore       | -.7779          | 1.2064                  |             |        |
|                    | Spain           | -1.3037         | 1.1959                  |             |        |
|                    | Switzerland     | -1.0883         | 1.0439                  |             |        |
|                    | Turkey          | -1.3839         | .7134                   |             |        |
|                    | Venezuela       | -1.4039         | .7241                   |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Japan           | America         | -.6650                  | .2005       |
|                    |                 | Argentina       | -.9013                  | .5581       |
|                    |                 | Australia       | -1.3528                 | .5998       |
|                    |                 | Brazil          | -.8107                  | .2688       |
|                    |                 | GB              | -.4145                  | .6094       |
|                    |                 | Canada          | -.7169                  | .8854       |
|                    |                 | China           | -1.4029                 | .4880       |
|                    |                 | Netherlands     | -.7457                  | .4676       |
|                    |                 | Philippines     | -1.2551                 | .2311       |
|                    |                 | France          | -1.1867                 | .1706       |
|                    |                 | Germany         | -1.0837                 | .3282       |
|                    |                 | India           | -1.1928                 | .2419       |
|                    |                 | Indonesia       | -1.2477                 | .6835       |
|                    |                 | Malaysia        | -1.2028                 | .3284       |
|                    |                 | Mexico          | -1.3250                 | .2400       |
|                    |                 | Poland          | -1.2621                 | .1910       |
|                    |                 | Russia          | -1.5272                 | .1166       |
|                    |                 | Singapore       | -.6807                  | .5449       |
|                    |                 | Spain           | -1.3123                 | .6403       |
|                    |                 | Switzerland     | -1.0308                 | .4222       |
| Turkey             | -1.3179         | .0832           |                         |             |
| Venezuela          | -1.3454         | .1014           |                         |             |
|                    | Malaysia        | America         | -.4658                  | .8757       |
|                    |                 | Argentina       | -.6260                  | 1.1573      |
|                    |                 | Australia       | -1.0419                 | 1.1633      |
|                    |                 | Brazil          | -.5780                  | .9105       |
|                    |                 | GB              | -.1897                  | 1.2590      |
|                    |                 | Canada          | -.4295                  | 1.4725      |
|                    |                 | China           | -1.0956                 | 1.0552      |
|                    |                 | Netherlands     | -.4959                  | 1.0923      |
|                    |                 | Philippines     | -.9775                  | .8279       |
|                    |                 | France          | -.9212                  | .7796       |
|                    |                 | Germany         | -.8129                  | .9318       |
|                    |                 | India           | -.9198                  | .8434       |
|                    |                 | Indonesia       | -.9380                  | 1.2483      |
|                    |                 | Japan           | -.3284                  | 1.2028      |
|                    |                 | Mexico          | -1.0406                 | .8301       |
|                    |                 | Poland          | -.9874                  | .7907       |
|                    |                 | Russia          | -1.2367                 | .7004       |
|                    |                 | Singapore       | -.4295                  | 1.1682      |
|                    |                 | Spain           | -1.0014                 | 1.2039      |
|                    |                 | Switzerland     | -.7561                  | 1.0220      |
| Turkey             | -1.0481         | .6879           |                         |             |
| Venezuela          | -1.0713         | .7017           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Mexico          | America         | -.3797                  | 1.0002      |
|                    |                 | Argentina       | -.5352                  | 1.2771      |
|                    |                 | Australia       | -.9484                  | 1.2804      |
|                    |                 | Brazil          | -.4901                  | 1.0332      |
|                    |                 | GB              | -.1022                  | 1.3821      |
|                    |                 | Canada          | -.3378                  | 1.5914      |
|                    |                 | China           | -1.0024                 | 1.1726      |
|                    |                 | Netherlands     | -.4069                  | 1.2139      |
|                    |                 | Philippines     | -.8865                  | .9475       |
|                    |                 | France          | -.8312                  | .9001       |
|                    |                 | Germany         | -.7224                  | 1.0519      |
|                    |                 | India           | -.8292                  | .9634       |
|                    |                 | Indonesia       | -.8446                  | 1.3655      |
|                    |                 | Japan           | -.2400                  | 1.3250      |
|                    |                 | Malaysia        | -.8301                  | 1.0406      |
|                    |                 | Poland          | -.8966                  | .9106       |
|                    |                 | Russia          | -1.1448                 | .8191       |
|                    |                 | Singapore       | -.3404                  | 1.2897      |
|                    |                 | Spain           | -.9079                  | 1.3210      |
|                    |                 | Switzerland     | -.6654                  | 1.1418      |
| Turkey             | -.9577          | .8081           |                         |             |
| Venezuela          | -.9806          | .8216           |                         |             |
|                    | Poland          | America         | -.3225                  | .9290       |
|                    |                 | Argentina       | -.4943                  | 1.2223      |
|                    |                 | Australia       | -.9168                  | 1.2349      |
|                    |                 | Brazil          | -.4394                  | .9686       |
|                    |                 | GB              | -.0499                  | 1.3159      |
|                    |                 | Canada          | -.3000                  | 1.5396      |
|                    |                 | China           | -.9698                  | 1.1260      |
|                    |                 | Netherlands     | -.3599                  | 1.1530      |
|                    |                 | Philippines     | -.8462                  | .8933       |
|                    |                 | France          | -.7879                  | .8429       |
|                    |                 | Germany         | -.6804                  | .9960       |
|                    |                 | India           | -.7877                  | .9080       |
|                    |                 | Indonesia       | -.8127                  | 1.3196      |
|                    |                 | Japan           | -.1910                  | 1.2621      |
|                    |                 | Malaysia        | -.7907                  | .9874       |
|                    |                 | Mexico          | -.9106                  | .8966       |
|                    |                 | Russia          | -1.1077                 | .7682       |
|                    |                 | Singapore       | -.2937                  | 1.2291      |
|                    |                 | Spain           | -.8763                  | 1.2754      |
|                    |                 | Switzerland     | -.6244                  | 1.0869      |
| Turkey             | -.9155          | .7519           |                         |             |
| Venezuela          | -.9394          | .7665           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Russia          | America         | -.2613                  | 1.2074      |
|                    |                 | Argentina       | -.4067                  | 1.4742      |
|                    |                 | Australia       | -.8136                  | 1.4713      |
|                    |                 | Brazil          | -.3677                  | 1.2364      |
|                    |                 | GB              | .0192                   | 1.5864      |
|                    |                 | Canada          | -.2073                  | 1.7865      |
|                    |                 | China           | -.8682                  | 1.3641      |
|                    |                 | Netherlands     | -.2822                  | 1.4148      |
|                    |                 | Philippines     | -.7575                  | 1.1442      |
|                    |                 | France          | -.7041                  | 1.0987      |
|                    |                 | Germany         | -.5945                  | 1.2497      |
|                    |                 | India           | -.7010                  | 1.1608      |
|                    |                 | Indonesia       | -.7100                  | 1.5565      |
|                    |                 | Japan           | -.1166                  | 1.5272      |
|                    |                 | Malaysia        | -.7004                  | 1.2367      |
|                    |                 | Mexico          | -.8191                  | 1.1448      |
|                    |                 | Poland          | -.7682                  | 1.1077      |
|                    |                 | Singapore       | -.2154                  | 1.4904      |
|                    |                 | Spain           | -.7731                  | 1.5118      |
|                    |                 | Switzerland     | -.5369                  | 1.3390      |
| Turkey             | -.8300          | 1.0060          |                         |             |
| Venezuela          | -.8522          | 1.0189          |                         |             |
|                    | Singapore       | America         | -.6535                  | .3247       |
|                    |                 | Argentina       | -.8682                  | .6607       |
|                    |                 | Australia       | -1.3112                 | .6939       |
|                    |                 | Brazil          | -.7890                  | .3828       |
|                    |                 | GB              | -.3951                  | .7257       |
|                    |                 | Canada          | -.6808                  | .9851       |
|                    |                 | China           | -1.3621                 | .5830       |
|                    |                 | Netherlands     | -.7192                  | .5769       |
|                    |                 | Philippines     | -1.2214                 | .3331       |
|                    |                 | France          | -1.1561                 | .2757       |
|                    |                 | Germany         | -1.0517                 | .4320       |
|                    |                 | India           | -1.1602                 | .3451       |
|                    |                 | Indonesia       | -1.2064                 | .7779       |
|                    |                 | Japan           | -.5449                  | .6807       |
|                    |                 | Malaysia        | -1.1682                 | .4295       |
|                    |                 | Mexico          | -1.2897                 | .3404       |
|                    |                 | Poland          | -1.2291                 | .2937       |
|                    |                 | Russia          | -1.4904                 | .2154       |
|                    |                 | Spain           | -1.2707                 | .7345       |
|                    |                 | Switzerland     | -.9979                  | .5250       |
| Turkey             | -1.2862         | .1873           |                         |             |
| Venezuela          | -1.3126         | .2043           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Spain           | America         | - .8001                 | 1.0075      |
|                    |                 | Argentina       | -.9136                  | 1.2424      |
|                    |                 | Australia       | -1.2986                 | 1.2176      |
|                    |                 | Brazil          | -.8947                  | 1.0247      |
|                    |                 | GB              | -.5109                  | 1.3777      |
|                    |                 | Canada          | -.7073                  | 1.5478      |
|                    |                 | China           | -1.3557                 | 1.1128      |
|                    |                 | Netherlands     | -.8019                  | 1.1958      |
|                    |                 | Philippines     | -1.2632                 | .9111       |
|                    |                 | France          | -1.2162                 | .8720       |
|                    |                 | Germany         | -1.1039                 | 1.0203      |
|                    |                 | India           | -1.2091                 | .9302       |
|                    |                 | Indonesia       | -1.1959                 | 1.3037      |
|                    |                 | Japan           | -.6403                  | 1.3123      |
|                    |                 | Malaysia        | -1.2039                 | 1.0014      |
|                    |                 | Mexico          | -1.3210                 | .9079       |
|                    |                 | Poland          | -1.2754                 | .8763       |
|                    |                 | Russia          | -1.5118                 | .7731       |
|                    |                 | Singapore       | -.7345                  | 1.2707      |
|                    |                 | Switzerland     | -1.0442                 | 1.1075      |
| Turkey             | -1.3399         | .7772           |                         |             |
| Venezuela          | -1.3598         | .7877           |                         |             |
|                    | Switzerland     | America         | -.5537                  | .6978       |
|                    |                 | Argentina       | -.7256                  | .9910       |
|                    |                 | Australia       | -1.1481                 | 1.0036      |
|                    |                 | Brazil          | -.6707                  | .7373       |
|                    |                 | GB              | -.2811                  | 1.0846      |
|                    |                 | Canada          | -.5312                  | 1.3084      |
|                    |                 | China           | -1.2010                 | .8948       |
|                    |                 | Netherlands     | -.5912                  | .9217       |
|                    |                 | Philippines     | -1.0775                 | .6620       |
|                    |                 | France          | -1.0191                 | .6116       |
|                    |                 | Germany         | -.9117                  | .7648       |
|                    |                 | India           | -1.0190                 | .6767       |
|                    |                 | Indonesia       | -1.0439                 | 1.0883      |
|                    |                 | Japan           | -.4222                  | 1.0308      |
|                    |                 | Malaysia        | -1.0220                 | .7561       |
|                    |                 | Mexico          | -1.1418                 | .6654       |
|                    |                 | Poland          | -1.0869                 | .6244       |
|                    |                 | Russia          | -1.3390                 | .5369       |
|                    |                 | Singapore       | -.5250                  | .9979       |
|                    |                 | Spain           | -1.1075                 | 1.0442      |
| Turkey             | -1.1467         | .5207           |                         |             |
| Venezuela          | -1.1707         | .5353           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 02 Organised       | Turkey          | America         | -.2104                  | .9805       |
|                    |                 | Argentina       | -.3907                  | 1.2822      |
|                    |                 | Australia       | -.8177                  | 1.2993      |
|                    |                 | Brazil          | -.3308                  | 1.0235      |
|                    |                 | GB              | .0596                   | 1.3700      |
|                    |                 | Canada          | -.1979                  | 1.6011      |
|                    |                 | China           | -.8702                  | 1.1900      |
|                    |                 | Netherlands     | -.2533                  | 1.2099      |
|                    |                 | Philippines     | -.7429                  | .9535       |
|                    |                 | France          | -.6831                  | .9016       |
|                    |                 | Germany         | -.5763                  | 1.0554      |
|                    |                 | India           | -.6838                  | .9676       |
|                    |                 | Indonesia       | -.7134                  | 1.3839      |
|                    |                 | Japan           | -.0832                  | 1.3179      |
|                    |                 | Malaysia        | -.6879                  | 1.0481      |
|                    |                 | Mexico          | -.8081                  | .9577       |
|                    |                 | Poland          | -.7519                  | .9155       |
|                    |                 | Russia          | -1.0060                 | .8300       |
|                    |                 | Singapore       | -.1873                  | 1.2862      |
|                    |                 | Spain           | -.7772                  | 1.3399      |
| Switzerland        | -.5207          | 1.1467          |                         |             |
| Venezuela          | -.8357          | .8263           |                         |             |
|                    | Venezuela       | America         | -.2324                  | 1.0118      |
|                    |                 | Argentina       | -.4053                  | 1.3061      |
|                    |                 | Australia       | -.8282                  | 1.3192      |
|                    |                 | Brazil          | -.3497                  | 1.0518      |
|                    |                 | GB              | .0399                   | 1.3990      |
|                    |                 | Canada          | -.2111                  | 1.6236      |
|                    |                 | China           | -.8812                  | 1.2103      |
|                    |                 | Netherlands     | -.2705                  | 1.2365      |
|                    |                 | Philippines     | -.7571                  | .9771       |
|                    |                 | France          | -.6987                  | .9265       |
|                    |                 | Germany         | -.5913                  | 1.0798      |
|                    |                 | India           | -.6986                  | .9918       |
|                    |                 | Indonesia       | -.7241                  | 1.4039      |
|                    |                 | Japan           | -.1014                  | 1.3454      |
|                    |                 | Malaysia        | -.7017                  | 1.0713      |
|                    |                 | Mexico          | -.8216                  | .9806       |
|                    |                 | Poland          | -.7665                  | .9394       |
|                    |                 | Russia          | -1.0189                 | .8522       |
|                    |                 | Singapore       | -.2043                  | 1.3126      |
|                    |                 | Spain           | -.7877                  | 1.3598      |
| Switzerland        | -.5353          | 1.1707          |                         |             |
| Turkey             | -.8263          | .8357           |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | America         | Argentina       | -.6559                  | .4660       |
|                    |                 | Australia       | -.7311                  | .8799       |
|                    |                 | Brazil          | -.3184                  | .3835       |
|                    |                 | GB              | -.0501                  | .5821       |
|                    |                 | Canada          | -.3825                  | .8849       |
|                    |                 | China           | -.5207                  | 1.0307      |
|                    |                 | Netherlands     | -.3806                  | .4774       |
|                    |                 | Philippines     | -.4160                  | .7335       |
|                    |                 | France          | -.3869                  | .6282       |
|                    |                 | Germany         | -.5054                  | .5672       |
|                    |                 | India           | -.3603                  | .7361       |
|                    |                 | Indonesia       | -.0149                  | 1.5755      |
|                    |                 | Japan           | .1097                   | .8811       |
|                    |                 | Malaysia        | -.4056                  | .7900       |
|                    |                 | Mexico          | -.4854                  | .7444       |
|                    |                 | Poland          | -.3808                  | .7345       |
|                    |                 | Russia          | -.2996                  | 1.0093      |
|                    |                 | Singapore       | -.0518                  | .8201       |
|                    |                 | Spain           | -.6973                  | .9137       |
|                    |                 | Switzerland     | -.5246                  | .5908       |
| Turkey             | -.4381          | .6232           |                         |             |
| Venezuela          | -.4674          | .6414           |                         |             |
|                    | Argentina       | America         | -.4660                  | .6559       |
|                    |                 | Australia       | -.7914                  | 1.1301      |
|                    |                 | Brazil          | -.5028                  | .7579       |
|                    |                 | GB              | -.2506                  | .9726       |
|                    |                 | Canada          | -.4759                  | 1.1681      |
|                    |                 | China           | -.5860                  | 1.2858      |
|                    |                 | Netherlands     | -.5336                  | .8202       |
|                    |                 | Philippines     | -.5238                  | 1.0312      |
|                    |                 | France          | -.5136                  | .9448       |
|                    |                 | Germany         | -.6236                  | .8754       |
|                    |                 | India           | -.4752                  | 1.0409      |
|                    |                 | Indonesia       | -.0768                  | 1.8273      |
|                    |                 | Japan           | -.0600                  | 1.2407      |
|                    |                 | Malaysia        | -.5075                  | 1.0818      |
|                    |                 | Mexico          | -.5832                  | 1.0320      |
|                    |                 | Poland          | -.4931                  | 1.0367      |
|                    |                 | Russia          | -.3883                  | 1.2879      |
|                    |                 | Singapore       | -.2022                  | 1.1604      |
|                    |                 | Spain           | -.7576                  | 1.1639      |
|                    |                 | Switzerland     | -.6369                  | .8930       |
| Turkey             | -.5580          | .9330           |                         |             |
| Venezuela          | -.5807          | .9445           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | Australia       | America         | -.8799                  | .7311       |
|                    |                 | Argentina       | -1.1301                 | .7914       |
|                    |                 | Brazil          | -.8971                  | .8135       |
|                    |                 | GB              | -.6500                  | 1.0332      |
|                    |                 | Canada          | -.8281                  | 1.1817      |
|                    |                 | China           | -.9195                  | 1.2806      |
|                    |                 | Netherlands     | -.9162                  | .8641       |
|                    |                 | Philippines     | -.8845                  | 1.0532      |
|                    |                 | France          | -.8843                  | .9768       |
|                    |                 | Germany         | -.9900                  | .9031       |
|                    |                 | India           | -.8398                  | 1.0668      |
|                    |                 | Indonesia       | -.4079                  | 1.8198      |
|                    |                 | Japan           | -.4491                  | 1.2911      |
|                    |                 | Malaysia        | -.8649                  | 1.1005      |
|                    |                 | Mexico          | -.9381                  | 1.0483      |
|                    |                 | Poland          | -.8564                  | 1.0613      |
|                    |                 | Russia          | -.7377                  | 1.2986      |
|                    |                 | Singapore       | -.5838                  | 1.2032      |
|                    |                 | Spain           | -1.0875                 | 1.1550      |
|                    |                 | Switzerland     | -1.0001                 | .9175       |
| Turkey             | -.9252          | .9615           |                         |             |
| Venezuela          | -.9443          | .9695           |                         |             |
|                    | Brazil          | America         | -.3835                  | .3184       |
|                    |                 | Argentina       | -.7579                  | .5028       |
|                    |                 | Australia       | -.8135                  | .8971       |
|                    |                 | GB              | -.1938                  | .6607       |
|                    |                 | Canada          | -.4772                  | .9145       |
|                    |                 | China           | -.6049                  | 1.0497      |
|                    |                 | Netherlands     | -.5006                  | .5322       |
|                    |                 | Philippines     | -.5165                  | .7688       |
|                    |                 | France          | -.4952                  | .6714       |
|                    |                 | Germany         | -.6101                  | .6068       |
|                    |                 | India           | -.4637                  | .7743       |
|                    |                 | Indonesia       | -.0978                  | 1.5933      |
|                    |                 | Japan           | -.0182                  | .9439       |
|                    |                 | Malaysia        | -.5037                  | .8229       |
|                    |                 | Mexico          | -.5819                  | .7757       |
|                    |                 | Poland          | -.4831                  | .7717       |
|                    |                 | Russia          | -.3925                  | 1.0371      |
|                    |                 | Singapore       | -.1706                  | .8737       |
|                    |                 | Spain           | -.7797                  | .9309       |
|                    |                 | Switzerland     | -.6269                  | .6279       |
| Turkey             | -.5436          | .6635           |                         |             |
| Venezuela          | -.5701          | .6790           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | GB              | America         | -.5821                  | .0501       |
|                    |                 | Argentina       | -.9726                  | .2506       |
|                    |                 | Australia       | -1.0332                 | .6500       |
|                    |                 | Brazil          | -.6607                  | .1938       |
|                    |                 | Canada          | -.6938                  | .6641       |
|                    |                 | China           | -.8241                  | .8020       |
|                    |                 | Netherlands     | -.7110                  | .2758       |
|                    |                 | Philippines     | -.7316                  | .5170       |
|                    |                 | France          | -.7084                  | .4177       |
|                    |                 | Germany         | -.8242                  | .3539       |
|                    |                 | India           | -.6780                  | .5218       |
|                    |                 | Indonesia       | -.3174                  | 1.3460      |
|                    |                 | Japan           | -.2268                  | .6856       |
|                    |                 | Malaysia        | -.7194                  | .5717       |
|                    |                 | Mexico          | -.7979                  | .5249       |
|                    |                 | Poland          | -.6978                  | .5194       |
|                    |                 | Russia          | -.6095                  | .7872       |
|                    |                 | Singapore       | -.3813                  | .6175       |
|                    |                 | Spain           | -.9994                  | .6837       |
|                    |                 | Switzerland     | -.8415                  | .3757       |
| Turkey             | -.7574          | .4105           |                         |             |
| Venezuela          | -.7847          | .4266           |                         |             |
|                    | Canada          | America         | -.8849                  | .3825       |
|                    |                 | Argentina       | -1.1681                 | .4759       |
|                    |                 | Australia       | -1.1817                 | .8281       |
|                    |                 | Brazil          | -.9145                  | .4772       |
|                    |                 | GB              | -.6641                  | .6938       |
|                    |                 | China           | -.9774                  | .9850       |
|                    |                 | Netherlands     | -.9411                  | .5355       |
|                    |                 | Philippines     | -.9240                  | .7390       |
|                    |                 | France          | -.9170                  | .6560       |
|                    |                 | Germany         | -1.0256                 | .5851       |
|                    |                 | India           | -.8766                  | .7500       |
|                    |                 | Indonesia       | -.4675                  | 1.5258      |
|                    |                 | Japan           | -.4698                  | .9582       |
|                    |                 | Malaysia        | -.9065                  | .7886       |
|                    |                 | Mexico          | -.9814                  | .7380       |
|                    |                 | Poland          | -.8941                  | .7454       |
|                    |                 | Russia          | -.7848                  | .9921       |
|                    |                 | Singapore       | -.6094                  | .8753       |
|                    |                 | Spain           | -1.1479                 | .8619       |
|                    |                 | Switzerland     | -1.0378                 | .6017       |
| Turkey             | -.9603          | .6430           |                         |             |
| Venezuela          | -.9818          | .6534           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | China           | America         | -1.0307                 | .5207       |
|                    |                 | Argentina       | -1.2858                 | .5860       |
|                    |                 | Australia       | -1.2806                 | .9195       |
|                    |                 | Brazil          | -1.0497                 | .6049       |
|                    |                 | GB              | -.8020                  | .8241       |
|                    |                 | Canada          | -.9850                  | .9774       |
|                    |                 | Netherlands     | -1.0699                 | .6567       |
|                    |                 | Philippines     | -1.0405                 | .8480       |
|                    |                 | France          | -1.0392                 | .7706       |
|                    |                 | Germany         | -1.1454                 | .6972       |
|                    |                 | India           | -.9954                  | .8612       |
|                    |                 | Indonesia       | -.5672                  | 1.6178      |
|                    |                 | Japan           | -.6022                  | 1.0830      |
|                    |                 | Malaysia        | -1.0212                 | .8956       |
|                    |                 | Mexico          | -1.0946                 | .8437       |
|                    |                 | Poland          | -1.0120                 | .8558       |
|                    |                 | Russia          | -.8948                  | 1.0946      |
|                    |                 | Singapore       | -.7376                  | .9959       |
|                    |                 | Spain           | -1.2468                 | .9532       |
|                    |                 | Switzerland     | -1.1558                 | .7120       |
| Turkey             | -1.0805         | .7556           |                         |             |
| Venezuela          | -1.1000         | .7640           |                         |             |
|                    | Netherlands     | America         | -.4774                  | .3806       |
|                    |                 | Argentina       | -.8202                  | .5336       |
|                    |                 | Australia       | -.8641                  | .9162       |
|                    |                 | Brazil          | -.5322                  | .5006       |
|                    |                 | GB              | -.2758                  | .7110       |
|                    |                 | Canada          | -.5355                  | .9411       |
|                    |                 | China           | -.6567                  | 1.0699      |
|                    |                 | Philippines     | -.5781                  | .7988       |
|                    |                 | France          | -.5611                  | .7056       |
|                    |                 | Germany         | -.6741                  | .6391       |
|                    |                 | India           | -.5268                  | .8059       |
|                    |                 | Indonesia       | -.1489                  | 1.6128      |
|                    |                 | Japan           | -.0936                  | .9877       |
|                    |                 | Malaysia        | -.5639                  | .8516       |
|                    |                 | Mexico          | -.6411                  | .8033       |
|                    |                 | Poland          | -.5457                  | .8027       |
|                    |                 | Russia          | -.4497                  | 1.0627      |
|                    |                 | Singapore       | -.2418                  | .9133       |
|                    |                 | Spain           | -.8304                  | .9500       |
|                    |                 | Switzerland     | -.6895                  | .6589       |
| Turkey             | -.6078          | .6962           |                         |             |
| Venezuela          | -.6329          | .7101           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | Philippines     | America         | -.7335                  | .4160       |
|                    |                 | Argentina       | -1.0312                 | .5238       |
|                    |                 | Australia       | -1.0532                 | .8845       |
|                    |                 | Brazil          | -.7688                  | .5165       |
|                    |                 | GB              | -.5170                  | .7316       |
|                    |                 | Canada          | -.7390                  | .9240       |
|                    |                 | China           | -.8480                  | 1.0405      |
|                    |                 | Netherlands     | -.7988                  | .5781       |
|                    |                 | France          | -.7780                  | .7018       |
|                    |                 | Germany         | -.8877                  | .6321       |
|                    |                 | India           | -.7392                  | .7975       |
|                    |                 | Indonesia       | -.3387                  | 1.5819      |
|                    |                 | Japan           | -.3256                  | .9990       |
|                    |                 | Malaysia        | -.7710                  | .8380       |
|                    |                 | Mexico          | -.8465                  | .7880       |
|                    |                 | Poland          | -.7570                  | .7933       |
|                    |                 | Russia          | -.6513                  | 1.0436      |
|                    |                 | Singapore       | -.4673                  | .9181       |
|                    |                 | Spain           | -1.0194                 | .9183       |
|                    |                 | Switzerland     | -.9008                  | .6495       |
| Turkey             | -.8221          | .6898           |                         |             |
| Venezuela          | -.8445          | .7011           |                         |             |
|                    | France          | America         | -.6282                  | .3869       |
|                    |                 | Argentina       | -.9448                  | .5136       |
|                    |                 | Australia       | -.9768                  | .8843       |
|                    |                 | Brazil          | -.6714                  | .4952       |
|                    |                 | GB              | -.4177                  | .7084       |
|                    |                 | Canada          | -.6560                  | .9170       |
|                    |                 | China           | -.7706                  | 1.0392      |
|                    |                 | Netherlands     | -.7056                  | .5611       |
|                    |                 | Philippines     | -.7018                  | .7780       |
|                    |                 | Germany         | -.8002                  | .6206       |
|                    |                 | India           | -.6522                  | .7866       |
|                    |                 | Indonesia       | -.2620                  | 1.5813      |
|                    |                 | Japan           | -.2301                  | .9796       |
|                    |                 | Malaysia        | -.6864                  | .8294       |
|                    |                 | Mexico          | -.7626                  | .7803       |
|                    |                 | Poland          | -.6705                  | .7829       |
|                    |                 | Russia          | -.5691                  | 1.0376      |
|                    |                 | Singapore       | -.3746                  | .9015       |
|                    |                 | Spain           | -.9430                  | .9181       |
|                    |                 | Switzerland     | -.8142                  | .6391       |
| Turkey             | -.7343          | .6780           |                         |             |
| Venezuela          | -.7579          | .6905           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | Germany         | America         | -.5672                  | .5054       |
|                    |                 | Argentina       | -.8754                  | .6236       |
|                    |                 | Australia       | -.9031                  | .9900       |
|                    |                 | Brazil          | -.6068                  | .6101       |
|                    |                 | GB              | -.3539                  | .8242       |
|                    |                 | Canada          | -.5851                  | 1.0256      |
|                    |                 | China           | -.6972                  | 1.1454      |
|                    |                 | Netherlands     | -.6391                  | .6741       |
|                    |                 | Philippines     | -.6321                  | .8877       |
|                    |                 | France          | -.6206                  | .8002       |
|                    |                 | India           | -.5830                  | .8969       |
|                    |                 | Indonesia       | -.1884                  | 1.6872      |
|                    |                 | Japan           | -.1647                  | 1.0937      |
|                    |                 | Malaysia        | -.6161                  | .9387       |
|                    |                 | Mexico          | -.6921                  | .8893       |
|                    |                 | Poland          | -.6011                  | .8930       |
|                    |                 | Russia          | -.4979                  | 1.1458      |
|                    |                 | Singapore       | -.3079                  | 1.0144      |
|                    |                 | Spain           | -.8693                  | 1.0238      |
|                    |                 | Switzerland     | -.7448                  | .7492       |
| Turkey             | -.6655          | .7887           |                         |             |
| Venezuela          | -.6885          | .8007           |                         |             |
|                    | India           | America         | -.7361                  | .3603       |
|                    |                 | Argentina       | -1.0409                 | .4752       |
|                    |                 | Australia       | -1.0668                 | .8398       |
|                    |                 | Brazil          | -.7743                  | .4637       |
|                    |                 | GB              | -.5218                  | .6780       |
|                    |                 | Canada          | -.7500                  | .8766       |
|                    |                 | China           | -.8612                  | .9954       |
|                    |                 | Netherlands     | -.8059                  | .5268       |
|                    |                 | Philippines     | -.7975                  | .7392       |
|                    |                 | France          | -.7866                  | .6522       |
|                    |                 | Germany         | -.8969                  | .5830       |
|                    |                 | Indonesia       | -.3522                  | 1.5370      |
|                    |                 | Japan           | -.3318                  | .9468       |
|                    |                 | Malaysia        | -.7814                  | .7900       |
|                    |                 | Mexico          | -.8572                  | .7404       |
|                    |                 | Poland          | -.7666                  | .7446       |
|                    |                 | Russia          | -.6626                  | .9966       |
|                    |                 | Singapore       | -.4746                  | .8671       |
|                    |                 | Spain           | -1.0330                 | .8736       |
|                    |                 | Switzerland     | -.9104                  | .6008       |
| Turkey             | -.8312          | .6406           |                         |             |
| Venezuela          | -.8541          | .6523           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | Indonesia       | America         | -1.5755                 | .0149       |
|                    |                 | Argentina       | -1.8273                 | .0768       |
|                    |                 | Australia       | -1.8198                 | .4079       |
|                    |                 | Brazil          | -1.5933                 | .0978       |
|                    |                 | GB              | -1.3460                 | .3174       |
|                    |                 | Canada          | -1.5258                 | .4675       |
|                    |                 | China           | -1.6178                 | .5672       |
|                    |                 | Netherlands     | -1.6128                 | .1489       |
|                    |                 | Philippines     | -1.5819                 | .3387       |
|                    |                 | France          | -1.5813                 | .2620       |
|                    |                 | Germany         | -1.6872                 | .1884       |
|                    |                 | India           | -1.5370                 | .3522       |
|                    |                 | Japan           | -1.1455                 | .5757       |
|                    |                 | Malaysia        | -1.5623                 | .3861       |
|                    |                 | Mexico          | -1.6356                 | .3340       |
|                    |                 | Poland          | -1.5536                 | .3467       |
|                    |                 | Russia          | -1.4354                 | .5846       |
|                    |                 | Singapore       | -1.2804                 | .4880       |
|                    |                 | Spain           | -1.7860                 | .4417       |
|                    |                 | Switzerland     | -1.6974                 | .2029       |
| Turkey             | -1.6223         | .2468           |                         |             |
| Venezuela          | -1.6416         | .2550           |                         |             |
|                    | Japan           | America         | -.8811                  | -.1097      |
|                    |                 | Argentina       | -1.2407                 | .0600       |
|                    |                 | Australia       | -1.2911                 | .4491       |
|                    |                 | Brazil          | -.9439                  | .0182       |
|                    |                 | GB              | -.6856                  | .2268       |
|                    |                 | Canada          | -.9582                  | .4698       |
|                    |                 | China           | -1.0830                 | .6022       |
|                    |                 | Netherlands     | -.9877                  | .0936       |
|                    |                 | Philippines     | -.9990                  | .3256       |
|                    |                 | France          | -.9796                  | .2301       |
|                    |                 | Germany         | -1.0937                 | .1647       |
|                    |                 | India           | -.9468                  | .3318       |
|                    |                 | Indonesia       | -.5757                  | 1.1455      |
|                    |                 | Malaysia        | -.9855                  | .3791       |
|                    |                 | Mexico          | -1.0633                 | .3315       |
|                    |                 | Poland          | -.9660                  | .3289       |
|                    |                 | Russia          | -.8730                  | .5919       |
|                    |                 | Singapore       | -.6574                  | .4349       |
|                    |                 | Spain           | -1.2573                 | .4829       |
|                    |                 | Switzerland     | -1.1098                 | .1852       |
| Turkey             | -1.0272         | .2215           |                         |             |
| Venezuela          | -1.0531         | .2363           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 03 Integrity       | Malaysia        | America         | -.7900                  | .4056       |        |
|                    |                 | Argentina       | -1.0818                 | .5075       |        |
|                    |                 | Australia       | -1.1005                 | .8649       |        |
|                    |                 | Brazil          | -.8229                  | .5037       |        |
|                    |                 | GB              | -.5717                  | .7194       |        |
|                    |                 | Canada          | -.7886                  | .9065       |        |
|                    |                 | China           | -.8956                  | 1.0212      |        |
|                    |                 | Netherlands     | -.8516                  | .5639       |        |
|                    |                 | Philippines     | -.8380                  | .7710       |        |
|                    |                 | France          | -.8294                  | .6864       |        |
|                    |                 | Germany         | -.9387                  | .6161       |        |
|                    |                 | India           | -.7900                  | .7814       |        |
|                    |                 | Indonesia       | -.3861                  | 1.5623      |        |
|                    |                 | Japan           | -.3791                  | .9855       |        |
|                    |                 | Mexico          | -.8963                  | .7709       |        |
|                    |                 | Poland          | -.8077                  | .7770       |        |
|                    |                 | Russia          | -.7005                  | 1.0259      |        |
|                    |                 | Singapore       | -.5200                  | .9039       |        |
|                    |                 | Spain           | -1.0667                 | .8987       |        |
|                    |                 | Switzerland     | -.9514                  | .6332       |        |
|                    | Turkey          | -.8732          | .6739                   |             |        |
|                    | Venezuela       | -.8953          | .6849                   |             |        |
|                    |                 | Mexico          | America                 | -.7444      | .4854  |
|                    |                 |                 | Argentina               | -1.0320     | .5832  |
|                    |                 |                 | Australia               | -1.0483     | .9381  |
|                    |                 |                 | Brazil                  | -.7757      | .5819  |
|                    |                 |                 | GB                      | -.5249      | .7979  |
|                    |                 |                 | Canada                  | -.7380      | .9814  |
|                    |                 |                 | China                   | -.8437      | 1.0946 |
|                    |                 |                 | Netherlands             | -.8033      | .6411  |
|                    |                 |                 | Philippines             | -.7880      | .8465  |
|                    |                 |                 | France                  | -.7803      | .7626  |
|                    |                 |                 | Germany                 | -.8893      | .6921  |
|                    | India           |                 | -.7404                  | .8572       |        |
|                    | Indonesia       |                 | -.3340                  | 1.6356      |        |
|                    | Japan           | -.3315          | 1.0633                  |             |        |
|                    | Malaysia        | -.7709          | .8963                   |             |        |
|                    | Poland          | -.7580          | .8527                   |             |        |
|                    | Russia          | -.6498          | 1.1005                  |             |        |
|                    | Singapore       | -.4717          | .9810                   |             |        |
|                    | Spain           | -1.0145         | .9719                   |             |        |
|                    | Switzerland     | -.9017          | .7089                   |             |        |
|                    | Turkey          | -.8238          | .7499                   |             |        |
|                    | Venezuela       | -.8456          | .7606                   |             |        |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | Poland          | America         | -.7345                  | .3808       |
|                    |                 | Argentina       | -1.0367                 | .4931       |
|                    |                 | Australia       | -1.0613                 | .8564       |
|                    |                 | Brazil          | -.7717                  | .4831       |
|                    |                 | GB              | -.5194                  | .6978       |
|                    |                 | Canada          | -.7454                  | .8941       |
|                    |                 | China           | -.8558                  | 1.0120      |
|                    |                 | Netherlands     | -.8027                  | .5457       |
|                    |                 | Philippines     | -.7933                  | .7570       |
|                    |                 | France          | -.7829                  | .6705       |
|                    |                 | Germany         | -.8930                  | .6011       |
|                    |                 | India           | -.7446                  | .7666       |
|                    |                 | Indonesia       | -.3467                  | 1.5536      |
|                    |                 | Japan           | -.3289                  | .9660       |
|                    |                 | Malaysia        | -.7770                  | .8077       |
|                    |                 | Mexico          | -.8527                  | .7580       |
|                    |                 | Russia          | -.6579                  | 1.0139      |
|                    |                 | Singapore       | -.4713                  | .8859       |
|                    |                 | Spain           | -1.0275                 | .8902       |
|                    |                 | Switzerland     | -.9063                  | .6188       |
| Turkey             | -.8273          | .6587           |                         |             |
| Venezuela          | -.8500          | .6703           |                         |             |
|                    | Russia          | America         | -1.0093                 | .2996       |
|                    |                 | Argentina       | -1.2879                 | .3883       |
|                    |                 | Australia       | -1.2986                 | .7377       |
|                    |                 | Brazil          | -1.0371                 | .3925       |
|                    |                 | GB              | -.7872                  | .6095       |
|                    |                 | Canada          | -.9921                  | .7848       |
|                    |                 | China           | -1.0946                 | .8948       |
|                    |                 | Netherlands     | -1.0627                 | .4497       |
|                    |                 | Philippines     | -1.0436                 | .6513       |
|                    |                 | France          | -1.0376                 | .5691       |
|                    |                 | Germany         | -1.1458                 | .4979       |
|                    |                 | India           | -.9966                  | .6626       |
|                    |                 | Indonesia       | -.5846                  | 1.4354      |
|                    |                 | Japan           | -.5919                  | .8730       |
|                    |                 | Malaysia        | -1.0259                 | .7005       |
|                    |                 | Mexico          | -1.1005                 | .6498       |
|                    |                 | Poland          | -1.0139                 | .6579       |
|                    |                 | Singapore       | -.7309                  | .7894       |
|                    |                 | Spain           | -1.2648                 | .7715       |
|                    |                 | Switzerland     | -1.1577                 | .5142       |
| Turkey             | -1.0805         | .5558           |                         |             |
| Venezuela          | -1.1016         | .5659           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 03 Integrity       | Singapore       | America         | -.8201                  | .0518       |        |
|                    |                 | Argentina       | -1.1604                 | .2022       |        |
|                    |                 | Australia       | -1.2032                 | .5838       |        |
|                    |                 | Brazil          | -.8737                  | .1706       |        |
|                    |                 | GB              | -.6175                  | .3813       |        |
|                    |                 | Canada          | -.8753                  | .6094       |        |
|                    |                 | China           | -.9959                  | .7376       |        |
|                    |                 | Netherlands     | -.9133                  | .2418       |        |
|                    |                 | Philippines     | -.9181                  | .4673       |        |
|                    |                 | France          | -.9015                  | .3746       |        |
|                    |                 | Germany         | -1.0144                 | .3079       |        |
|                    |                 | India           | -.8671                  | .4746       |        |
|                    |                 | Indonesia       | -.4880                  | 1.2804      |        |
|                    |                 | Japan           | -.4349                  | .6574       |        |
|                    |                 | Malaysia        | -.9039                  | .5200       |        |
|                    |                 | Mexico          | -.9810                  | .4717       |        |
|                    |                 | Poland          | -.8859                  | .4713       |        |
|                    | Russia          | -.7894          | .7309                   |             |        |
|                    | Spain           | -1.1695         | .6176                   |             |        |
|                    | Switzerland     | -1.0296         | .3276                   |             |        |
|                    | Turkey          | -.9482          | .3650                   |             |        |
|                    | Venezuela       | -.9731          | .3788                   |             |        |
|                    |                 | Spain           | America                 | -.9137      | .6973  |
|                    |                 |                 | Argentina               | -1.1639     | .7576  |
|                    |                 |                 | Australia               | -1.1550     | 1.0875 |
|                    |                 |                 | Brazil                  | -.9309      | .7797  |
|                    |                 |                 | GB                      | -.6837      | .9994  |
|                    |                 |                 | Canada                  | -.8619      | 1.1479 |
|                    |                 |                 | China                   | -.9532      | 1.2468 |
|                    |                 |                 | Netherlands             | -.9500      | .8304  |
|                    |                 |                 | Philippines             | -.9183      | 1.0194 |
|                    |                 |                 | France                  | -.9181      | .9430  |
|                    |                 |                 | Germany                 | -1.0238     | .8693  |
|                    | India           |                 | -.8736                  | 1.0330      |        |
|                    | Indonesia       |                 | -.4417                  | 1.7860      |        |
|                    | Japan           |                 | -.4829                  | 1.2573      |        |
|                    | Malaysia        |                 | -.8987                  | 1.0667      |        |
|                    | Mexico          |                 | -.9719                  | 1.0145      |        |
|                    | Poland          | -.8902          | 1.0275                  |             |        |
|                    | Russia          | -.7715          | 1.2648                  |             |        |
|                    | Singapore       | -.6176          | 1.1695                  |             |        |
|                    | Switzerland     | -1.0339         | .8837                   |             |        |
|                    | Turkey          | -.9590          | .9277                   |             |        |
|                    | Venezuela       | -.9781          | .9358                   |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity       | Switzerland     | America         | -.5908                  | .5246       |
|                    |                 | Argentina       | -.8930                  | .6369       |
|                    |                 | Australia       | -.9175                  | 1.0001      |
|                    |                 | Brazil          | -.6279                  | .6269       |
|                    |                 | GB              | -.3757                  | .8415       |
|                    |                 | Canada          | -.6017                  | 1.0378      |
|                    |                 | China           | -.7120                  | 1.1558      |
|                    |                 | Netherlands     | -.6589                  | .6895       |
|                    |                 | Philippines     | -.6495                  | .9008       |
|                    |                 | France          | -.6391                  | .8142       |
|                    |                 | Germany         | -.7492                  | .7448       |
|                    |                 | India           | -.6008                  | .9104       |
|                    |                 | Indonesia       | -.2029                  | 1.6974      |
|                    |                 | Japan           | -.1852                  | 1.1098      |
|                    |                 | Malaysia        | -.6332                  | .9514       |
|                    |                 | Mexico          | -.7089                  | .9017       |
|                    |                 | Poland          | -.6188                  | .9063       |
|                    |                 | Russia          | -.5142                  | 1.1577      |
|                    |                 | Singapore       | -.3276                  | 1.0296      |
|                    |                 | Spain           | -.8837                  | 1.0339      |
| Turkey             | -.6836          | .8025           |                         |             |
| Venezuela          | -.7063          | .8141           |                         |             |
|                    | Turkey          | America         | -.6232                  | .4381       |
|                    |                 | Argentina       | -.9330                  | .5580       |
|                    |                 | Australia       | -.9615                  | .9252       |
|                    |                 | Brazil          | -.6635                  | .5436       |
|                    |                 | GB              | -.4105                  | .7574       |
|                    |                 | Canada          | -.6430                  | .9603       |
|                    |                 | China           | -.7556                  | 1.0805      |
|                    |                 | Netherlands     | -.6962                  | .6078       |
|                    |                 | Philippines     | -.6898                  | .8221       |
|                    |                 | France          | -.6780                  | .7343       |
|                    |                 | Germany         | -.7887                  | .6655       |
|                    |                 | India           | -.6406                  | .8312       |
|                    |                 | Indonesia       | -.2468                  | 1.6223      |
|                    |                 | Japan           | -.2215                  | 1.0272      |
|                    |                 | Malaysia        | -.6739                  | .8732       |
|                    |                 | Mexico          | -.7499                  | .8238       |
|                    |                 | Poland          | -.6587                  | .8273       |
|                    |                 | Russia          | -.5558                  | 1.0805      |
|                    |                 | Singapore       | -.3650                  | .9482       |
|                    |                 | Spain           | -.9277                  | .9590       |
| Switzerland        | -.8025          | .6836           |                         |             |
| Venezuela          | -.7461          | .7350           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 03 Integrity           | Venezuela       | America         | -.6414                  | .4674       |
|                        |                 | Argentina       | -.9445                  | .5807       |
|                        |                 | Australia       | -.9695                  | .9443       |
|                        |                 | Brazil          | -.6790                  | .5701       |
|                        |                 | GB              | -.4266                  | .7847       |
|                        |                 | Canada          | -.6534                  | .9818       |
|                        |                 | China           | -.7640                  | 1.1000      |
|                        |                 | Netherlands     | -.7101                  | .6329       |
|                        |                 | Philippines     | -.7011                  | .8445       |
|                        |                 | France          | -.6905                  | .7579       |
|                        |                 | Germany         | -.8007                  | .6885       |
|                        |                 | India           | -.6523                  | .8541       |
|                        |                 | Indonesia       | -.2550                  | 1.6416      |
|                        |                 | Japan           | -.2363                  | 1.0531      |
|                        |                 | Malaysia        | -.6849                  | .8953       |
|                        |                 | Mexico          | -.7606                  | .8456       |
|                        |                 | Poland          | -.6703                  | .8500       |
| Russia                 | -.5659          | 1.1016          |                         |             |
| Singapore              | -.3788          | .9731           |                         |             |
| Spain                  | -.9358          | .9781           |                         |             |
| Switzerland            | -.8141          | .7063           |                         |             |
| Turkey                 | -.7350          | .7461           |                         |             |
| 04 Perform Orientation | America         | Argentina       | -.4879                  | .5103       |
|                        |                 | Australia       | -.6202                  | .8132       |
|                        |                 | Brazil          | -.1469                  | .4776       |
|                        |                 | GB              | -.0634                  | .4991       |
|                        |                 | Canada          | -.5597                  | .5679       |
|                        |                 | China           | -.4285                  | .9519       |
|                        |                 | Netherlands     | -.1089                  | .6545       |
|                        |                 | Philippines     | -.4422                  | .5806       |
|                        |                 | France          | -.2034                  | .6998       |
|                        |                 | Germany         | -.3906                  | .5637       |
|                        |                 | India           | -.3722                  | .6032       |
|                        |                 | Indonesia       | -.3096                  | 1.1054      |
|                        |                 | Japan           | .3815                   | 1.0678      |
|                        |                 | Malaysia        | -.3667                  | .6970       |
|                        |                 | Mexico          | -.2094                  | .8848       |
|                        |                 | Poland          | -.2907                  | .7016       |
|                        |                 | Russia          | -.4103                  | .7543       |
| Singapore              | -.0540          | .7217           |                         |             |
| Spain                  | -.4377          | .9956           |                         |             |
| Switzerland            | -.2657          | .7266           |                         |             |
| Turkey                 | -.2544          | .6899           |                         |             |
| Venezuela              | -.5089          | .4777           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Argentina       | America         | -.5103                  | .4879       |
|                        |                 | Australia       | -.7695                  | .9401       |
|                        |                 | Brazil          | -.4067                  | .7150       |
|                        |                 | GB              | -.3375                  | .7508       |
|                        |                 | Canada          | -.7385                  | .7243       |
|                        |                 | China           | -.5822                  | 1.0832      |
|                        |                 | Netherlands     | -.3407                  | .8638       |
|                        |                 | Philippines     | -.6338                  | .7497       |
|                        |                 | France          | -.4118                  | .8857       |
|                        |                 | Germany         | -.5915                  | .7422       |
|                        |                 | India           | -.5702                  | .7787       |
|                        |                 | Indonesia       | -.4604                  | 1.2338      |
|                        |                 | Japan           | .1348                   | 1.2920      |
|                        |                 | Malaysia        | -.5531                  | .8609       |
|                        |                 | Mexico          | -.3921                  | 1.0450      |
|                        |                 | Poland          | -.4864                  | .8748       |
|                        |                 | Russia          | -.5849                  | .9065       |
|                        |                 | Singapore       | -.2835                  | .9288       |
|                        |                 | Spain           | -.5871                  | 1.1225      |
|                        |                 | Switzerland     | -.4614                  | .8998       |
| Turkey                 | -.4568          | .8698           |                         |             |
| Venezuela              | -.7053          | .6517           |                         |             |
|                        | Australia       | America         | -.8132                  | .6202       |
|                        |                 | Argentina       | -.9401                  | .7695       |
|                        |                 | Brazil          | -.6921                  | .8298       |
|                        |                 | GB              | -.6274                  | .8701       |
|                        |                 | Canada          | -.9865                  | .8017       |
|                        |                 | China           | -.8135                  | 1.1439      |
|                        |                 | Netherlands     | -.6157                  | .9683       |
|                        |                 | Philippines     | -.8893                  | .8347       |
|                        |                 | France          | -.6763                  | .9796       |
|                        |                 | Germany         | -.8521                  | .8322       |
|                        |                 | India           | -.8292                  | .8672       |
|                        |                 | Indonesia       | -.6896                  | 1.2924      |
|                        |                 | Japan           | -.1461                  | 1.4023      |
|                        |                 | Malaysia        | -.8057                  | .9430       |
|                        |                 | Mexico          | -.6425                  | 1.1248      |
|                        |                 | Poland          | -.7441                  | .9620       |
|                        |                 | Russia          | -.8304                  | .9814       |
|                        |                 | Singapore       | -.5576                  | 1.0324      |
|                        |                 | Spain           | -.8152                  | 1.1800      |
|                        |                 | Switzerland     | -.7191                  | .9870       |
| Turkey                 | -.7181          | .9606           |                         |             |
| Venezuela              | -.9635          | .7393           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Brazil          | America         | -.4776                  | .1469       |
|                        |                 | Argentina       | -.7150                  | .4067       |
|                        |                 | Australia       | -.8298                  | .6921       |
|                        |                 | GB              | -.3276                  | .4327       |
|                        |                 | Canada          | -.7803                  | .4579       |
|                        |                 | China           | -.6397                  | .8324       |
|                        |                 | Netherlands     | -.3520                  | .5669       |
|                        |                 | Philippines     | -.6680                  | .4757       |
|                        |                 | France          | -.4362                  | .6018       |
|                        |                 | Germany         | -.6202                  | .4626       |
|                        |                 | India           | -.6006                  | .5008       |
|                        |                 | Indonesia       | -.5198                  | .9849       |
|                        |                 | Japan           | .1313                   | .9873       |
|                        |                 | Malaysia        | -.5904                  | .5900       |
|                        |                 | Mexico          | -.4316                  | .7762       |
|                        |                 | Poland          | -.5181                  | .5983       |
|                        |                 | Russia          | -.6293                  | .6426       |
|                        |                 | Singapore       | -.2961                  | .6331       |
|                        |                 | Spain           | -.6474                  | .8746       |
|                        |                 | Switzerland     | -.4931                  | .6233       |
| Turkey                 | -.4846          | .5894           |                         |             |
| Venezuela              | -.7366          | .3747           |                         |             |
|                        | GB              | America         | -.4991                  | .0634       |
|                        |                 | Argentina       | -.7508                  | .3375       |
|                        |                 | Australia       | -.8701                  | .6274       |
|                        |                 | Brazil          | -.4327                  | .3276       |
|                        |                 | Canada          | -.8178                  | .3903       |
|                        |                 | China           | -.6796                  | .7673       |
|                        |                 | Netherlands     | -.3841                  | .4939       |
|                        |                 | Philippines     | -.7041                  | .4068       |
|                        |                 | France          | -.4706                  | .5312       |
|                        |                 | Germany         | -.6554                  | .3928       |
|                        |                 | India           | -.6361                  | .4313       |
|                        |                 | Indonesia       | -.5600                  | .9200       |
|                        |                 | Japan           | .1008                   | .9127       |
|                        |                 | Malaysia        | -.6271                  | .5216       |
|                        |                 | Mexico          | -.4687                  | .7083       |
|                        |                 | Poland          | -.5539                  | .5291       |
|                        |                 | Russia          | -.6672                  | .5755       |
|                        |                 | Singapore       | -.3283                  | .5604       |
|                        |                 | Spain           | -.6877                  | .8098       |
|                        |                 | Switzerland     | -.5289                  | .5541       |
| Turkey                 | -.5197          | .5194           |                         |             |
| Venezuela              | -.7723          | .3054           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Canada          | America         | -.5679                  | .5597       |
|                        |                 | Argentina       | -.7243                  | .7385       |
|                        |                 | Australia       | -.8017                  | .9865       |
|                        |                 | Brazil          | -.4579                  | .7803       |
|                        |                 | GB              | -.3903                  | .8178       |
|                        |                 | China           | -.6154                  | 1.1306      |
|                        |                 | Netherlands     | -.3882                  | .9256       |
|                        |                 | Philippines     | -.6747                  | .8049       |
|                        |                 | France          | -.4557                  | .9439       |
|                        |                 | Germany         | -.6341                  | .7990       |
|                        |                 | India           | -.6123                  | .8350       |
|                        |                 | Indonesia       | -.4930                  | 1.2805      |
|                        |                 | Japan           | .0852                   | 1.3558      |
|                        |                 | Malaysia        | -.5931                  | .9151       |
|                        |                 | Mexico          | -.4314                  | 1.0985      |
|                        |                 | Poland          | -.5280                  | .9307       |
|                        |                 | Russia          | -.6226                  | .9584       |
|                        |                 | Singapore       | -.3307                  | .9902       |
|                        |                 | Spain           | -.6193                  | 1.1689      |
|                        |                 | Switzerland     | -.5030                  | .9557       |
| Turkey                 | -.4996          | .9269           |                         |             |
| Venezuela              | -.7472          | .7077           |                         |             |
|                        | China           | America         | -.9519                  | .4285       |
|                        |                 | Argentina       | -1.0832                 | .5822       |
|                        |                 | Australia       | -1.1439                 | .8135       |
|                        |                 | Brazil          | -.8324                  | .6397       |
|                        |                 | GB              | -.7673                  | .6796       |
|                        |                 | Canada          | -1.1306                 | .6154       |
|                        |                 | Netherlands     | -.7570                  | .7792       |
|                        |                 | Philippines     | -1.0326                 | .6476       |
|                        |                 | France          | -.8186                  | .7916       |
|                        |                 | Germany         | -.9949                  | .6446       |
|                        |                 | India           | -.9721                  | .6797       |
|                        |                 | Indonesia       | -.8358                  | 1.1082      |
|                        |                 | Japan           | -.2868                  | 1.2126      |
|                        |                 | Malaysia        | -.9493                  | .7562       |
|                        |                 | Mexico          | -.7863                  | .9383       |
|                        |                 | Poland          | -.8872                  | .7747       |
|                        |                 | Russia          | -.9747                  | .7954       |
|                        |                 | Singapore       | -.6990                  | .8433       |
|                        |                 | Spain           | -.9615                  | .9960       |
|                        |                 | Switzerland     | -.8622                  | .7997       |
| Turkey                 | -.8608          | .7728           |                         |             |
| Venezuela              | -1.1065         | .5519           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Netherlands     | America         | -.6545                  | .1089       |
|                        |                 | Argentina       | -.8638                  | .3407       |
|                        |                 | Australia       | -.9683                  | .6157       |
|                        |                 | Brazil          | -.5669                  | .3520       |
|                        |                 | GB              | -.4939                  | .3841       |
|                        |                 | Canada          | -.9256                  | .3882       |
|                        |                 | China           | -.7792                  | .7570       |
|                        |                 | Philippines     | -.8161                  | .4089       |
|                        |                 | France          | -.5881                  | .5389       |
|                        |                 | Germany         | -.7704                  | .3980       |
|                        |                 | India           | -.7502                  | .4355       |
|                        |                 | Indonesia       | -.6586                  | .9088       |
|                        |                 | Japan           | -.0292                  | .9328       |
|                        |                 | Malaysia        | -.7373                  | .5220       |
|                        |                 | Mexico          | -.5777                  | .7075       |
|                        |                 | Poland          | -.6672                  | .5325       |
|                        |                 | Russia          | -.7736                  | .5720       |
|                        |                 | Singapore       | -.4528                  | .5749       |
|                        |                 | Spain           | -.7859                  | .7981       |
|                        |                 | Switzerland     | -.6422                  | .5575       |
| Turkey                 | -.6352          | .5251           |                         |             |
| Venezuela              | -.8859          | .3091           |                         |             |
|                        | Philippines     | America         | -.5806                  | .4422       |
|                        |                 | Argentina       | -.7497                  | .6338       |
|                        |                 | Australia       | -.8347                  | .8893       |
|                        |                 | Brazil          | -.4757                  | .6680       |
|                        |                 | GB              | -.4068                  | .7041       |
|                        |                 | Canada          | -.8049                  | .6747       |
|                        |                 | China           | -.6476                  | 1.0326      |
|                        |                 | Netherlands     | -.4089                  | .8161       |
|                        |                 | France          | -.4793                  | .8373       |
|                        |                 | Germany         | -.6587                  | .6935       |
|                        |                 | India           | -.6373                  | .7299       |
|                        |                 | Indonesia       | -.5257                  | 1.1831      |
|                        |                 | Japan           | .0662                   | 1.2447      |
|                        |                 | Malaysia        | -.6198                  | .8117       |
|                        |                 | Mexico          | -.4587                  | .9956       |
|                        |                 | Poland          | -.5534                  | .8259       |
|                        |                 | Russia          | -.6512                  | .8568       |
|                        |                 | Singapore       | -.3517                  | .8810       |
|                        |                 | Spain           | -.6523                  | 1.0718      |
|                        |                 | Switzerland     | -.5284                  | .8509       |
| Turkey                 | -.5240          | .8211           |                         |             |
| Venezuela              | -.7724          | .6028           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | France          | America         | -.6998                  | .2034       |
|                        |                 | Argentina       | -.8857                  | .4118       |
|                        |                 | Australia       | -.9796                  | .6763       |
|                        |                 | Brazil          | -.6018                  | .4362       |
|                        |                 | GB              | -.5312                  | .4706       |
|                        |                 | Canada          | -.9439                  | .4557       |
|                        |                 | China           | -.7916                  | .8186       |
|                        |                 | Netherlands     | -.5389                  | .5881       |
|                        |                 | Philippines     | -.8373                  | .4793       |
|                        |                 | Germany         | -.7937                  | .4704       |
|                        |                 | India           | -.7728                  | .5074       |
|                        |                 | Indonesia       | -.6703                  | .9697       |
|                        |                 | Japan           | -.0617                  | 1.0146      |
|                        |                 | Malaysia        | -.7574                  | .5913       |
|                        |                 | Mexico          | -.5969                  | .7759       |
|                        |                 | Poland          | -.6893                  | .6038       |
|                        |                 | Russia          | -.7909                  | .6386       |
|                        |                 | Singapore       | -.4820                  | .6534       |
|                        |                 | Spain           | -.7972                  | .8587       |
|                        |                 | Switzerland     | -.6643                  | .6288       |
| Turkey                 | -.6587          | .5978           |                         |             |
| Venezuela              | -.9081          | .3805           |                         |             |
|                        | Germany         | America         | -.5637                  | .3906       |
|                        |                 | Argentina       | -.7422                  | .5915       |
|                        |                 | Australia       | -.8322                  | .8521       |
|                        |                 | Brazil          | -.4626                  | .6202       |
|                        |                 | GB              | -.3928                  | .6554       |
|                        |                 | Canada          | -.7990                  | .6341       |
|                        |                 | China           | -.6446                  | .9949       |
|                        |                 | Netherlands     | -.3980                  | .7704       |
|                        |                 | Philippines     | -.6935                  | .6587       |
|                        |                 | France          | -.4704                  | .7937       |
|                        |                 | India           | -.6295                  | .6873       |
|                        |                 | Indonesia       | -.5230                  | 1.1457      |
|                        |                 | Japan           | .0783                   | 1.1978      |
|                        |                 | Malaysia        | -.6131                  | .7703       |
|                        |                 | Mexico          | -.4524                  | .9546       |
|                        |                 | Poland          | -.5458                  | .7836       |
|                        |                 | Russia          | -.6457                  | .8166       |
|                        |                 | Singapore       | -.3409                  | .8356       |
|                        |                 | Spain           | -.6498                  | 1.0345      |
|                        |                 | Switzerland     | -.5208                  | .8086       |
| Turkey                 | -.5157          | .7781           |                         |             |
| Venezuela              | -.7647          | .5603           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | India           | America         | -.6032                  | .3722       |
|                        |                 | Argentina       | -.7787                  | .5702       |
|                        |                 | Australia       | -.8672                  | .8292       |
|                        |                 | Brazil          | -.5008                  | .6006       |
|                        |                 | GB              | -.4313                  | .6361       |
|                        |                 | Canada          | -.8350                  | .6123       |
|                        |                 | China           | -.6797                  | .9721       |
|                        |                 | Netherlands     | -.4355                  | .7502       |
|                        |                 | Philippines     | -.7299                  | .6373       |
|                        |                 | France          | -.5074                  | .7728       |
|                        |                 | Germany         | -.6873                  | .6295       |
|                        |                 | Indonesia       | -.5580                  | 1.1229      |
|                        |                 | Japan           | .0403                   | 1.1780      |
|                        |                 | Malaysia        | -.6494                  | .7487       |
|                        |                 | Mexico          | -.4885                  | .9329       |
|                        |                 | Poland          | -.5823                  | .7623       |
|                        |                 | Russia          | -.6816                  | .7947       |
|                        |                 | Singapore       | -.3784                  | .8152       |
|                        |                 | Spain           | -.6847                  | 1.0117      |
|                        |                 | Switzerland     | -.5573                  | .7873       |
| Turkey                 | -.5525          | .7570           |                         |             |
| Venezuela              | -.8013          | .5391           |                         |             |
|                        | Indonesia       | America         | -1.1054                 | .3096       |
|                        |                 | Argentina       | -1.2338                 | .4604       |
|                        |                 | Australia       | -1.2924                 | .6896       |
|                        |                 | Brazil          | -.9849                  | .5198       |
|                        |                 | GB              | -.9200                  | .5600       |
|                        |                 | Canada          | -1.2805                 | .4930       |
|                        |                 | China           | -1.1082                 | .8358       |
|                        |                 | Netherlands     | -.9088                  | .6586       |
|                        |                 | Philippines     | -1.1831                 | .5257       |
|                        |                 | France          | -.9697                  | .6703       |
|                        |                 | Germany         | -1.1457                 | .5230       |
|                        |                 | India           | -1.1229                 | .5580       |
|                        |                 | Japan           | -.4389                  | 1.0924      |
|                        |                 | Malaysia        | -1.0995                 | .6341       |
|                        |                 | Mexico          | -.9365                  | .8160       |
|                        |                 | Poland          | -1.0378                 | .6529       |
|                        |                 | Russia          | -1.1245                 | .6728       |
|                        |                 | Singapore       | -.8507                  | .7227       |
|                        |                 | Spain           | -1.1100                 | .8721       |
|                        |                 | Switzerland     | -1.0128                 | .6779       |
| Turkey                 | -1.0116         | .6514           |                         |             |
| Venezuela              | -1.2572         | .4302           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Japan           | America         | -1.0678                 | -.3815      |
|                        |                 | Argentina       | -1.2920                 | -.1348      |
|                        |                 | Australia       | -1.4023                 | .1461       |
|                        |                 | Brazil          | -.9873                  | -.1313      |
|                        |                 | GB              | -.9127                  | -.1008      |
|                        |                 | Canada          | -1.3558                 | -.0852      |
|                        |                 | China           | -1.2126                 | .2868       |
|                        |                 | Netherlands     | -.9328                  | .0292       |
|                        |                 | Philippines     | -1.2447                 | -.0662      |
|                        |                 | France          | -1.0146                 | .0617       |
|                        |                 | Germany         | -1.1978                 | -.0783      |
|                        |                 | India           | -1.1780                 | -.0403      |
|                        |                 | Indonesia       | -1.0924                 | .4389       |
|                        |                 | Malaysia        | -1.1666                 | .0476       |
|                        |                 | Mexico          | -1.0074                 | .2335       |
|                        |                 | Poland          | -1.0952                 | .0569       |
|                        |                 | Russia          | -1.2043                 | .0991       |
|                        |                 | Singapore       | -.8767                  | .0952       |
|                        |                 | Spain           | -1.2199                 | .3285       |
|                        |                 | Switzerland     | -1.0702                 | .0819       |
| Turkey                 | -1.0624         | .0486           |                         |             |
| Venezuela              | -1.3138         | -.1666          |                         |             |
|                        | Malaysia        | America         | -.6970                  | .3667       |
|                        |                 | Argentina       | -.8609                  | .5531       |
|                        |                 | Australia       | -.9430                  | .8057       |
|                        |                 | Brazil          | -.5900                  | .5904       |
|                        |                 | GB              | -.5216                  | .6271       |
|                        |                 | Canada          | -.9151                  | .5931       |
|                        |                 | China           | -.7562                  | .9493       |
|                        |                 | Netherlands     | -.5220                  | .7373       |
|                        |                 | Philippines     | -.8117                  | .6198       |
|                        |                 | France          | -.5913                  | .7574       |
|                        |                 | Germany         | -.7703                  | .6131       |
|                        |                 | India           | -.7487                  | .6494       |
|                        |                 | Indonesia       | -.6341                  | 1.0995      |
|                        |                 | Japan           | -.0476                  | 1.1666      |
|                        |                 | Mexico          | -.5692                  | .9142       |
|                        |                 | Poland          | -.6647                  | .7453       |
|                        |                 | Russia          | -.7612                  | .7749       |
|                        |                 | Singapore       | -.4647                  | .8022       |
|                        |                 | Spain           | -.7605                  | .9881       |
|                        |                 | Switzerland     | -.6397                  | .7703       |
| Turkey                 | -.6357          | .7409           |                         |             |
| Venezuela              | -.8837          | .5222           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Mexico          | America         | -.8848                  | .2094       |
|                        |                 | Argentina       | -1.0450                 | .3921       |
|                        |                 | Australia       | -1.1248                 | .6425       |
|                        |                 | Brazil          | -.7762                  | .4316       |
|                        |                 | GB              | -.7083                  | .4687       |
|                        |                 | Canada          | -1.0985                 | .4314       |
|                        |                 | China           | -.9383                  | .7863       |
|                        |                 | Netherlands     | -.7075                  | .5777       |
|                        |                 | Philippines     | -.9956                  | .4587       |
|                        |                 | France          | -.7759                  | .5969       |
|                        |                 | Germany         | -.9546                  | .4524       |
|                        |                 | India           | -.9329                  | .4885       |
|                        |                 | Indonesia       | -.8160                  | .9365       |
|                        |                 | Japan           | -.2335                  | 1.0074      |
|                        |                 | Malaysia        | -.9142                  | .5692       |
|                        |                 | Poland          | -.8487                  | .5843       |
|                        |                 | Russia          | -.9443                  | .6130       |
|                        |                 | Singapore       | -.6500                  | .6425       |
|                        |                 | Spain           | -.9424                  | .8249       |
|                        |                 | Switzerland     | -.8237                  | .6093       |
| Turkey                 | -.8200          | .5802           |                         |             |
| Venezuela              | -1.0678         | .3613           |                         |             |
|                        | Poland          | America         | -.7016                  | .2907       |
|                        |                 | Argentina       | -.8748                  | .4864       |
|                        |                 | Australia       | -.9620                  | .7441       |
|                        |                 | Brazil          | -.5983                  | .5181       |
|                        |                 | GB              | -.5291                  | .5539       |
|                        |                 | Canada          | -.9307                  | .5280       |
|                        |                 | China           | -.7747                  | .8872       |
|                        |                 | Netherlands     | -.5325                  | .6672       |
|                        |                 | Philippines     | -.8259                  | .5534       |
|                        |                 | France          | -.6038                  | .6893       |
|                        |                 | Germany         | -.7836                  | .5458       |
|                        |                 | India           | -.7623                  | .5823       |
|                        |                 | Indonesia       | -.6529                  | 1.0378      |
|                        |                 | Japan           | -.0569                  | 1.0952      |
|                        |                 | Malaysia        | -.7453                  | .6647       |
|                        |                 | Mexico          | -.5843                  | .8487       |
|                        |                 | Russia          | -.7772                  | .7103       |
|                        |                 | Singapore       | -.4753                  | .7322       |
|                        |                 | Spain           | -.7796                  | .9266       |
|                        |                 | Switzerland     | -.6534                  | .7034       |
| Turkey                 | -.6488          | .6734           |                         |             |
| Venezuela              | -.8974          | .4553           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Russia          | America         | -.7543                  | .4103       |
|                        |                 | Argentina       | -.9065                  | .5849       |
|                        |                 | Australia       | -.9814                  | .8304       |
|                        |                 | Brazil          | -.6426                  | .6293       |
|                        |                 | GB              | -.5755                  | .6672       |
|                        |                 | Canada          | -.9584                  | .6226       |
|                        |                 | China           | -.7954                  | .9747       |
|                        |                 | Netherlands     | -.5720                  | .7736       |
|                        |                 | Philippines     | -.8568                  | .6512       |
|                        |                 | France          | -.6386                  | .7909       |
|                        |                 | Germany         | -.8166                  | .6457       |
|                        |                 | India           | -.7947                  | .6816       |
|                        |                 | Indonesia       | -.6728                  | 1.1245      |
|                        |                 | Japan           | -.0991                  | 1.2043      |
|                        |                 | Malaysia        | -.7749                  | .7612       |
|                        |                 | Mexico          | -.6130                  | .9443       |
|                        |                 | Poland          | -.7103                  | .7772       |
|                        |                 | Singapore       | -.5145                  | .8382       |
|                        |                 | Spain           | -.7990                  | 1.0128      |
|                        |                 | Switzerland     | -.6853                  | .8022       |
| Turkey                 | -.6822          | .7737           |                         |             |
| Venezuela              | -.9295          | .5542           |                         |             |
|                        | Singapore       | America         | -.7217                  | .0540       |
|                        |                 | Argentina       | -.9288                  | .2835       |
|                        |                 | Australia       | -1.0324                 | .5576       |
|                        |                 | Brazil          | -.6331                  | .2961       |
|                        |                 | GB              | -.5604                  | .3283       |
|                        |                 | Canada          | -.9902                  | .3307       |
|                        |                 | China           | -.8433                  | .6990       |
|                        |                 | Netherlands     | -.5749                  | .4528       |
|                        |                 | Philippines     | -.8810                  | .3517       |
|                        |                 | France          | -.6534                  | .4820       |
|                        |                 | Germany         | -.8356                  | .3409       |
|                        |                 | India           | -.8152                  | .3784       |
|                        |                 | Indonesia       | -.7227                  | .8507       |
|                        |                 | Japan           | -.0952                  | .8767       |
|                        |                 | Malaysia        | -.8022                  | .4647       |
|                        |                 | Mexico          | -.6425                  | .6500       |
|                        |                 | Poland          | -.7322                  | .4753       |
|                        |                 | Russia          | -.8382                  | .5145       |
|                        |                 | Spain           | -.8499                  | .7400       |
|                        |                 | Switzerland     | -.7072                  | .5003       |
| Turkey                 | -.7003          | .4680           |                         |             |
| Venezuela              | -.9509          | .2519           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Spain           | America         | -.9956                  | .4377       |
|                        |                 | Argentina       | -1.1225                 | .5871       |
|                        |                 | Australia       | -1.1800                 | .8152       |
|                        |                 | Brazil          | -.8746                  | .6474       |
|                        |                 | GB              | -.8098                  | .6877       |
|                        |                 | Canada          | -1.1689                 | .6193       |
|                        |                 | China           | -.9960                  | .9615       |
|                        |                 | Netherlands     | -.7981                  | .7859       |
|                        |                 | Philippines     | -1.0718                 | .6523       |
|                        |                 | France          | -.8587                  | .7972       |
|                        |                 | Germany         | -1.0345                 | .6498       |
|                        |                 | India           | -1.0117                 | .6847       |
|                        |                 | Indonesia       | -.8721                  | 1.1100      |
|                        |                 | Japan           | -.3285                  | 1.2199      |
|                        |                 | Malaysia        | -.9881                  | .7605       |
|                        |                 | Mexico          | -.8249                  | .9424       |
|                        |                 | Poland          | -.9266                  | .7796       |
|                        |                 | Russia          | -1.0128                 | .7990       |
|                        |                 | Singapore       | -.7400                  | .8499       |
|                        |                 | Switzerland     | -.9016                  | .8046       |
| Turkey                 | -.9005          | .7781           |                         |             |
| Venezuela              | -1.1460         | .5569           |                         |             |
|                        | Switzerland     | America         | -.7266                  | .2657       |
|                        |                 | Argentina       | -.8998                  | .4614       |
|                        |                 | Australia       | -.9870                  | .7191       |
|                        |                 | Brazil          | -.6233                  | .4931       |
|                        |                 | GB              | -.5541                  | .5289       |
|                        |                 | Canada          | -.9557                  | .5030       |
|                        |                 | China           | -.7997                  | .8622       |
|                        |                 | Netherlands     | -.5575                  | .6422       |
|                        |                 | Philippines     | -.8509                  | .5284       |
|                        |                 | France          | -.6288                  | .6643       |
|                        |                 | Germany         | -.8086                  | .5208       |
|                        |                 | India           | -.7873                  | .5573       |
|                        |                 | Indonesia       | -.6779                  | 1.0128      |
|                        |                 | Japan           | -.0819                  | 1.0702      |
|                        |                 | Malaysia        | -.7703                  | .6397       |
|                        |                 | Mexico          | -.6093                  | .8237       |
|                        |                 | Poland          | -.7034                  | .6534       |
|                        |                 | Russia          | -.8022                  | .6853       |
|                        |                 | Singapore       | -.5003                  | .7072       |
|                        |                 | Spain           | -.8046                  | .9016       |
| Turkey                 | -.6738          | .6484           |                         |             |
| Venezuela              | -.9224          | .4303           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable     | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|------------------------|-----------------|-----------------|-------------------------|-------------|
|                        |                 |                 | Lower Bound             | Upper Bound |
| 04 Perform Orientation | Turkey          | America         | -.6899                  | .2544       |
|                        |                 | Argentina       | -.8698                  | .4568       |
|                        |                 | Australia       | -.9606                  | .7181       |
|                        |                 | Brazil          | -.5894                  | .4846       |
|                        |                 | GB              | -.5194                  | .5197       |
|                        |                 | Canada          | -.9269                  | .4996       |
|                        |                 | China           | -.7728                  | .8608       |
|                        |                 | Netherlands     | -.5251                  | .6352       |
|                        |                 | Philippines     | -.8211                  | .5240       |
|                        |                 | France          | -.5978                  | .6587       |
|                        |                 | Germany         | -.7781                  | .5157       |
|                        |                 | India           | -.7570                  | .5525       |
|                        |                 | Indonesia       | -.6514                  | 1.0116      |
|                        |                 | Japan           | -.0486                  | 1.0624      |
|                        |                 | Malaysia        | -.7409                  | .6357       |
|                        |                 | Mexico          | -.5802                  | .8200       |
|                        |                 | Poland          | -.6734                  | .6488       |
|                        |                 | Russia          | -.7737                  | .6822       |
|                        |                 | Singapore       | -.4680                  | .7003       |
|                        |                 | Spain           | -.7781                  | .9005       |
| Switzerland            | -.6484          | .6738           |                         |             |
| Venezuela              | -.8923          | .4256           |                         |             |
|                        | Venezuela       | America         | -.4777                  | .5089       |
|                        |                 | Argentina       | -.6517                  | .7053       |
|                        |                 | Australia       | -.7393                  | .9635       |
|                        |                 | Brazil          | -.3747                  | .7366       |
|                        |                 | GB              | -.3054                  | .7723       |
|                        |                 | Canada          | -.7077                  | .7472       |
|                        |                 | China           | -.5519                  | 1.1065      |
|                        |                 | Netherlands     | -.3091                  | .8859       |
|                        |                 | Philippines     | -.6028                  | .7724       |
|                        |                 | France          | -.3805                  | .9081       |
|                        |                 | Germany         | -.5603                  | .7647       |
|                        |                 | India           | -.5391                  | .8013       |
|                        |                 | Indonesia       | -.4302                  | 1.2572      |
|                        |                 | Japan           | .1666                   | 1.3138      |
|                        |                 | Malaysia        | -.5222                  | .8837       |
|                        |                 | Mexico          | -.3613                  | 1.0678      |
|                        |                 | Poland          | -.4553                  | .8974       |
|                        |                 | Russia          | -.5542                  | .9295       |
|                        |                 | Singapore       | -.2519                  | .9509       |
|                        |                 | Spain           | -.5569                  | 1.1460      |
| Switzerland            | -.4303          | .9224           |                         |             |
| Turkey                 | -.4256          | .8923           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | America         | Argentina       | -1.1165                 | .4158       |
|                    |                 | Australia       | -1.1318                 | 1.0684      |
|                    |                 | Brazil          | -1.0289                 | -.0702      |
|                    |                 | GB              | -.7304                  | .1330       |
|                    |                 | Canada          | -1.0773                 | .6535       |
|                    |                 | China           | -2.2075                 | -.0887      |
|                    |                 | Netherlands     | -.6612                  | .5107       |
|                    |                 | Philippines     | -1.1851                 | .3848       |
|                    |                 | France          | -1.0921                 | .2942       |
|                    |                 | Germany         | -.3475                  | 1.1173      |
|                    |                 | India           | -1.3763                 | .1210       |
|                    |                 | Indonesia       | -2.2331                 | -.0611      |
|                    |                 | Japan           | -.7585                  | .2950       |
|                    |                 | Malaysia        | -1.4941                 | .1387       |
|                    |                 | Mexico          | -1.3066                 | .3730       |
|                    |                 | Poland          | -1.9784                 | -.4552      |
|                    |                 | Russia          | -1.2975                 | .4901       |
|                    |                 | Singapore       | -1.1344                 | .0563       |
|                    |                 | Spain           | -1.3210                 | .8793       |
|                    |                 | Switzerland     | -1.0003                 | .5229       |
| Turkey             | -.5657          | .8838           |                         |             |
| Venezuela          | -1.2327         | .2818           |                         |             |
|                    | Argentina       | America         | -.4158                  | 1.1165      |
|                    |                 | Australia       | -.9934                  | 1.6308      |
|                    |                 | Brazil          | -1.0601                 | .6617       |
|                    |                 | GB              | -.7836                  | .8870       |
|                    |                 | Canada          | -.9842                  | 1.2611      |
|                    |                 | China           | -2.0759                 | .4805       |
|                    |                 | Netherlands     | -.6494                  | 1.1996      |
|                    |                 | Philippines     | -1.1117                 | 1.0121      |
|                    |                 | France          | -1.0445                 | .9473       |
|                    |                 | Germany         | -.2883                  | 1.7589      |
|                    |                 | India           | -1.3126                 | .7580       |
|                    |                 | Indonesia       | -2.0970                 | .5036       |
|                    |                 | Japan           | -.7695                  | 1.0068      |
|                    |                 | Malaysia        | -1.4126                 | .7580       |
|                    |                 | Mexico          | -1.2194                 | .9865       |
|                    |                 | Poland          | -1.9112                 | .1782       |
|                    |                 | Russia          | -1.1979                 | 1.0914      |
|                    |                 | Singapore       | -1.1192                 | .7418       |
|                    |                 | Spain           | -1.1826                 | 1.4416      |
|                    |                 | Switzerland     | -.9330                  | 1.1564      |
| Turkey             | -.5087          | 1.5275          |                         |             |
| Venezuela          | -1.1666         | .9164           |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Australia       | America         | -1.0684                 | 1.1318      |
|                    |                 | Argentina       | -1.6308                 | .9934       |
|                    |                 | Brazil          | -1.6860                 | .6502       |
|                    |                 | GB              | -1.4164                 | .8824       |
|                    |                 | Canada          | -1.5527                 | 1.1922      |
|                    |                 | China           | -2.6187                 | .3860       |
|                    |                 | Netherlands     | -1.2593                 | 1.1721      |
|                    |                 | Philippines     | -1.6917                 | .9547       |
|                    |                 | France          | -1.6382                 | .9036       |
|                    |                 | Germany         | -.8761                  | 1.7093      |
|                    |                 | India           | -1.8980                 | .7060       |
|                    |                 | Indonesia       | -2.6366                 | .4058       |
|                    |                 | Japan           | -1.3884                 | .9883       |
|                    |                 | Malaysia        | -1.9881                 | .6961       |
|                    |                 | Mexico          | -1.7916                 | .9213       |
|                    |                 | Poland          | -2.4946                 | .1244       |
|                    |                 | Russia          | -1.7625                 | 1.0185      |
|                    |                 | Singapore       | -1.7277                 | .7129       |
|                    |                 | Spain           | -1.7205                 | 1.3421      |
|                    |                 | Switzerland     | -1.5165                 | 1.1025      |
| Turkey             | -1.0977         | 1.4791          |                         |             |
| Venezuela          | -1.7507         | .8632           |                         |             |
|                    | Brazil          | America         | .0702                   | 1.0289      |
|                    |                 | Argentina       | -.6617                  | 1.0601      |
|                    |                 | Australia       | -.6502                  | 1.6860      |
|                    |                 | GB              | -.3326                  | .8344       |
|                    |                 | Canada          | -.6127                  | 1.2880      |
|                    |                 | China           | -1.7283                 | .5313       |
|                    |                 | Netherlands     | -.2310                  | 1.1796      |
|                    |                 | Philippines     | -.7283                  | 1.0271      |
|                    |                 | France          | -.6460                  | .9472       |
|                    |                 | Germany         | .1034                   | 1.7655      |
|                    |                 | India           | -.9235                  | .7673       |
|                    |                 | Indonesia       | -1.7523                 | .5573       |
|                    |                 | Japan           | -.3392                  | .9748       |
|                    |                 | Malaysia        | -1.0340                 | .7778       |
|                    |                 | Mexico          | -.8443                  | 1.0098      |
|                    |                 | Poland          | -1.5241                 | .1896       |
|                    |                 | Russia          | -.8303                  | 1.1221      |
|                    |                 | Singapore       | -.7027                  | .7236       |
|                    |                 | Spain           | -.8394                  | 1.4968      |
|                    |                 | Switzerland     | -.5460                  | 1.1677      |
| Turkey             | -.1157          | 1.5328          |                         |             |
| Venezuela          | -.7789          | .9271           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | GB              | America         | -.1330                  | .7304       |
|                    |                 | Argentina       | -.8870                  | .7836       |
|                    |                 | Australia       | -.8824                  | 1.4164      |
|                    |                 | Brazil          | -.8344                  | .3326       |
|                    |                 | Canada          | -.8405                  | 1.0140      |
|                    |                 | China           | -1.9599                 | .2611       |
|                    |                 | Netherlands     | -.4505                  | .8972       |
|                    |                 | Philippines     | -.9541                  | .7512       |
|                    |                 | France          | -.8692                  | .6686       |
|                    |                 | Germany         | -.1209                  | 1.4881      |
|                    |                 | India           | -1.1483                 | .4903       |
|                    |                 | Indonesia       | -1.9843                 | .2875       |
|                    |                 | Japan           | -.5562                  | .6900       |
|                    |                 | Malaysia        | -1.2607                 | .5026       |
|                    |                 | Mexico          | -1.0715                 | .7352       |
|                    |                 | Poland          | -1.7493                 | -.0870      |
|                    |                 | Russia          | -1.0587                 | .8488       |
|                    |                 | Singapore       | -.9225                  | .4417       |
|                    |                 | Spain           | -1.0716                 | 1.2272      |
|                    |                 | Switzerland     | -.7712                  | .8911       |
| Turkey             | -.3398          | 1.2552          |                         |             |
| Venezuela          | -1.0039         | .6503           |                         |             |
|                    | Canada          | America         | -.6535                  | 1.0773      |
|                    |                 | Argentina       | -1.2611                 | .9842       |
|                    |                 | Australia       | -1.1922                 | 1.5527      |
|                    |                 | Brazil          | -1.2880                 | .6127       |
|                    |                 | GB              | -1.0140                 | .8405       |
|                    |                 | China           | -2.2762                 | .4039       |
|                    |                 | Netherlands     | -.8717                  | 1.1449      |
|                    |                 | Philippines     | -1.3239                 | .9474       |
|                    |                 | France          | -1.2612                 | .8871       |
|                    |                 | Germany         | -.5031                  | 1.6967      |
|                    |                 | India           | -1.5265                 | .6950       |
|                    |                 | Indonesia       | -2.2964                 | .4260       |
|                    |                 | Japan           | -.9950                  | .9553       |
|                    |                 | Malaysia        | -1.6233                 | .6918       |
|                    |                 | Mexico          | -1.4291                 | .9192       |
|                    |                 | Poland          | -2.1245                 | .1147       |
|                    |                 | Russia          | -1.4051                 | 1.0216      |
|                    |                 | Singapore       | -1.3410                 | .6866       |
|                    |                 | Spain           | -1.3814                 | 1.3635      |
|                    |                 | Switzerland     | -1.1464                 | 1.0928      |
| Turkey             | -.7239          | 1.4657          |                         |             |
| Venezuela          | -1.3801         | .8530           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | China           | America         | .0887                   | 2.2075      |
|                    |                 | Argentina       | -.4805                  | 2.0759      |
|                    |                 | Australia       | -.3860                  | 2.6187      |
|                    |                 | Brazil          | -.5313                  | 1.7283      |
|                    |                 | GB              | -.2611                  | 1.9599      |
|                    |                 | Canada          | -.4039                  | 2.2762      |
|                    |                 | Netherlands     | -.1062                  | 2.2518      |
|                    |                 | Philippines     | -.5416                  | 2.0375      |
|                    |                 | France          | -.4867                  | 1.9849      |
|                    |                 | Germany         | .2747                   | 2.7912      |
|                    |                 | India           | -.7474                  | 1.7882      |
|                    |                 | Indonesia       | -1.4910                 | 1.4930      |
|                    |                 | Japan           | -.2344                  | 2.0671      |
|                    |                 | Malaysia        | -.8385                  | 1.7793      |
|                    |                 | Mexico          | -.6424                  | 2.0049      |
|                    |                 | Poland          | -1.3442                 | 1.2067      |
|                    |                 | Russia          | -.6141                  | 2.1029      |
|                    |                 | Singapore       | -.5747                  | 1.7927      |
|                    |                 | Spain           | -.5751                  | 2.4295      |
|                    |                 | Switzerland     | -.3661                  | 2.1848      |
| Turkey             | .0533           | 2.5609          |                         |             |
| Venezuela          | -.6002          | 1.9454          |                         |             |
|                    | Netherlands     | America         | -.5107                  | .6612       |
|                    |                 | Argentina       | -1.1996                 | .6494       |
|                    |                 | Australia       | -1.1721                 | 1.2593      |
|                    |                 | Brazil          | -1.1796                 | .2310       |
|                    |                 | GB              | -.8972                  | .4505       |
|                    |                 | Canada          | -1.1449                 | .8717       |
|                    |                 | China           | -2.2518                 | .1062       |
|                    |                 | Philippines     | -1.2651                 | .6153       |
|                    |                 | France          | -1.1887                 | .5413       |
|                    |                 | Germany         | -.4366                  | 1.3569      |
|                    |                 | India           | -1.4624                 | .3577       |
|                    |                 | Indonesia       | -2.2748                 | .1312       |
|                    |                 | Japan           | -.8948                  | .5819       |
|                    |                 | Malaysia        | -1.5690                 | .3641       |
|                    |                 | Mexico          | -1.3779                 | .5948       |
|                    |                 | Poland          | -2.0623                 | -.2208      |
|                    |                 | Russia          | -1.3611                 | .7044       |
|                    |                 | Singapore       | -1.2526                 | .3250       |
|                    |                 | Spain           | -1.3613                 | 1.0701      |
|                    |                 | Switzerland     | -1.0842                 | .7573       |
| Turkey             | -.6562          | 1.1248          |                         |             |
| Venezuela          | -1.3173         | .5169           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Philippines     | America         | -.3848                  | 1.1851      |
|                    |                 | Argentina       | -1.0121                 | 1.1117      |
|                    |                 | Australia       | -.9547                  | 1.6917      |
|                    |                 | Brazil          | -1.0271                 | .7283       |
|                    |                 | GB              | -.7512                  | .9541       |
|                    |                 | Canada          | -.9474                  | 1.3239      |
|                    |                 | China           | -2.0375                 | .5416       |
|                    |                 | Netherlands     | -.6153                  | 1.2651      |
|                    |                 | France          | -1.0093                 | 1.0117      |
|                    |                 | Germany         | -.2528                  | 1.8229      |
|                    |                 | India           | -1.2768                 | .8218       |
|                    |                 | Indonesia       | -2.0584                 | .5646       |
|                    |                 | Japan           | -.7361                  | 1.0729      |
|                    |                 | Malaysia        | -1.3762                 | .8212       |
|                    |                 | Mexico          | -1.1828                 | 1.0495      |
|                    |                 | Poland          | -1.8753                 | .2420       |
|                    |                 | Russia          | -1.1609                 | 1.1539      |
|                    |                 | Singapore       | -1.0850                 | .8072       |
|                    |                 | Spain           | -1.1439                 | 1.5025      |
|                    |                 | Switzerland     | -.8972                  | 1.2201      |
| Turkey             | -.4732          | 1.5916          |                         |             |
| Venezuela          | -1.1308         | .9802           |                         |             |
|                    | France          | America         | -.2942                  | 1.0921      |
|                    |                 | Argentina       | -.9473                  | 1.0445      |
|                    |                 | Australia       | -.9036                  | 1.6382      |
|                    |                 | Brazil          | -.9472                  | .6460       |
|                    |                 | GB              | -.6686                  | .8692       |
|                    |                 | Canada          | -.8871                  | 1.2612      |
|                    |                 | China           | -1.9849                 | .4867       |
|                    |                 | Netherlands     | -.5413                  | 1.1887      |
|                    |                 | Philippines     | -1.0117                 | 1.0093      |
|                    |                 | Germany         | -.1863                  | 1.7541      |
|                    |                 | India           | -1.2112                 | .7538       |
|                    |                 | Indonesia       | -2.0068                 | .5106       |
|                    |                 | Japan           | -.6588                  | .9933       |
|                    |                 | Malaysia        | -1.3138                 | .7564       |
|                    |                 | Mexico          | -1.1215                 | .9857       |
|                    |                 | Poland          | -1.8103                 | .1746       |
|                    |                 | Russia          | -1.1019                 | 1.0925      |
|                    |                 | Singapore       | -1.0115                 | .7313       |
|                    |                 | Spain           | -1.0928                 | 1.4490      |
|                    |                 | Switzerland     | -.8322                  | 1.1527      |
| Turkey             | -.4064          | 1.5224          |                         |             |
| Venezuela          | -1.0656         | .9126           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Germany         | America         | -1.1173                 | .3475       |
|                    |                 | Argentina       | -1.7589                 | .2883       |
|                    |                 | Australia       | -1.7093                 | .8761       |
|                    |                 | Brazil          | -1.7655                 | -.1034      |
|                    |                 | GB              | -1.4881                 | .1209       |
|                    |                 | Canada          | -1.6967                 | .5031       |
|                    |                 | China           | -2.7912                 | -.2747      |
|                    |                 | Netherlands     | -1.3569                 | .4366       |
|                    |                 | Philippines     | -1.8229                 | .2528       |
|                    |                 | France          | -1.7541                 | .1863       |
|                    |                 | India           | -2.0232                 | -.0020      |
|                    |                 | Indonesia       | -2.8127                 | -.2513      |
|                    |                 | Japan           | -1.4759                 | .2426       |
|                    |                 | Malaysia        | -2.1244                 | -.0008      |
|                    |                 | Mexico          | -1.9316                 | .2281       |
|                    |                 | Poland          | -2.6220                 | -.5815      |
|                    |                 | Russia          | -1.9109                 | .3338       |
|                    |                 | Singapore       | -1.8269                 | -.0210      |
|                    |                 | Spain           | -1.8985                 | .6869       |
|                    |                 | Switzerland     | -1.6439                 | .3967       |
| Turkey             | -1.2189         | .7671           |                         |             |
| Venezuela          | -1.8773         | .1566           |                         |             |
|                    | India           | America         | -.1210                  | 1.3763      |
|                    |                 | Argentina       | -.7580                  | 1.3126      |
|                    |                 | Australia       | -.7060                  | 1.8980      |
|                    |                 | Brazil          | -.7673                  | .9235       |
|                    |                 | GB              | -.4903                  | 1.1483      |
|                    |                 | Canada          | -.6950                  | 1.5265      |
|                    |                 | China           | -1.7882                 | .7474       |
|                    |                 | Netherlands     | -.3577                  | 1.4624      |
|                    |                 | Philippines     | -.8218                  | 1.2768      |
|                    |                 | France          | -.7538                  | 1.2112      |
|                    |                 | Germany         | .0020                   | 2.0232      |
|                    |                 | Indonesia       | -1.8095                 | .7707       |
|                    |                 | Japan           | -.4772                  | 1.2691      |
|                    |                 | Malaysia        | -1.1231                 | 1.0230      |
|                    |                 | Mexico          | -.9301                  | 1.2518      |
|                    |                 | Poland          | -1.6211                 | .4428       |
|                    |                 | Russia          | -.9090                  | 1.3570      |
|                    |                 | Singapore       | -.8276                  | 1.0047      |
|                    |                 | Spain           | -.8952                  | 1.7088      |
|                    |                 | Switzerland     | -.6430                  | 1.4209      |
| Turkey             | -.2184          | 1.7917          |                         |             |
| Venezuela          | -.8765          | 1.1809          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Indonesia       | America         | .0611                   | 2.2331      |
|                    |                 | Argentina       | -.5036                  | 2.0970      |
|                    |                 | Australia       | -.4058                  | 2.6366      |
|                    |                 | Brazil          | -.5573                  | 1.7523      |
|                    |                 | GB              | -.2875                  | 1.9843      |
|                    |                 | Canada          | -.4260                  | 2.2964      |
|                    |                 | China           | -1.4930                 | 1.4910      |
|                    |                 | Netherlands     | -.1312                  | 2.2748      |
|                    |                 | Philippines     | -.5646                  | 2.0584      |
|                    |                 | France          | -.5106                  | 2.0068      |
|                    |                 | Germany         | .2513                   | 2.8127      |
|                    |                 | India           | -.7707                  | 1.8095      |
|                    |                 | Japan           | -.2599                  | 2.0906      |
|                    |                 | Malaysia        | -.8612                  | 1.7999      |
|                    |                 | Mexico          | -.6647                  | 2.0253      |
|                    |                 | Poland          | -1.3674                 | 1.2279      |
|                    |                 | Russia          | -.6360                  | 2.1228      |
|                    |                 | Singapore       | -.5996                  | 1.8156      |
|                    |                 | Spain           | -.5950                  | 2.4474      |
|                    |                 | Switzerland     | -.3893                  | 2.2060      |
| Turkey             | .0298           | 2.5825          |                         |             |
| Venezuela          | -.6234          | 1.9667          |                         |             |
|                    | Japan           | America         | -.2950                  | .7585       |
|                    |                 | Argentina       | -1.0068                 | .7695       |
|                    |                 | Australia       | -.9883                  | 1.3884      |
|                    |                 | Brazil          | -.9748                  | .3392       |
|                    |                 | GB              | -.6900                  | .5562       |
|                    |                 | Canada          | -.9553                  | .9950       |
|                    |                 | China           | -2.0671                 | .2344       |
|                    |                 | Netherlands     | -.5819                  | .8948       |
|                    |                 | Philippines     | -1.0729                 | .7361       |
|                    |                 | France          | -.9933                  | .6588       |
|                    |                 | Germany         | -.2426                  | 1.4759      |
|                    |                 | India           | -1.2691                 | .4772       |
|                    |                 | Indonesia       | -2.0906                 | .2599       |
|                    |                 | Malaysia        | -1.3778                 | .4859       |
|                    |                 | Mexico          | -1.1875                 | .7173       |
|                    |                 | Poland          | -1.8694                 | -.1008      |
|                    |                 | Russia          | -1.1723                 | .8285       |
|                    |                 | Singapore       | -1.0532                 | .4385       |
|                    |                 | Spain           | -1.1775                 | 1.1992      |
|                    |                 | Switzerland     | -.8912                  | .8773       |
| Turkey             | -.4620          | 1.2435          |                         |             |
| Venezuela          | -1.1242         | .6368           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 05 Autocratic      | Malaysia        | America         | -.1387                  | 1.4941      |        |
|                    |                 | Argentina       | -.7580                  | 1.4126      |        |
|                    |                 | Australia       | -.6961                  | 1.9881      |        |
|                    |                 | Brazil          | -.7778                  | 1.0340      |        |
|                    |                 | GB              | -.5026                  | 1.2607      |        |
|                    |                 | Canada          | -.6918                  | 1.6233      |        |
|                    |                 | China           | -1.7793                 | .8385       |        |
|                    |                 | Netherlands     | -.3641                  | 1.5690      |        |
|                    |                 | Philippines     | -.8212                  | 1.3762      |        |
|                    |                 | France          | -.7564                  | 1.3138      |        |
|                    |                 | Germany         | .0008                   | 2.1244      |        |
|                    |                 | India           | -1.0230                 | 1.1231      |        |
|                    |                 | Indonesia       | -1.7999                 | .8612       |        |
|                    |                 | Japan           | -.4859                  | 1.3778      |        |
|                    |                 | Mexico          | -.9276                  | 1.3493      |        |
|                    |                 | Poland          | -1.6213                 | .5430       |        |
|                    |                 | Russia          | -.9049                  | 1.4529      |        |
|                    |                 | Singapore       | -.8337                  | 1.1109      |        |
|                    |                 | Spain           | -.8853                  | 1.7989      |        |
|                    |                 | Switzerland     | -.6431                  | 1.5211      |        |
|                    | Turkey          | -.2198          | 1.8932                  |             |        |
|                    | Venezuela       | -.8768          | 1.2813                  |             |        |
|                    |                 | Mexico          | America                 | -.3730      | 1.3066 |
|                    |                 |                 | Argentina               | -.9865      | 1.2194 |
|                    |                 |                 | Australia               | -.9213      | 1.7916 |
|                    |                 |                 | Brazil                  | -1.0098     | .8443  |
|                    |                 |                 | GB                      | -.7352      | 1.0715 |
|                    |                 |                 | Canada                  | -.9192      | 1.4291 |
|                    |                 |                 | China                   | -2.0049     | .6424  |
|                    |                 |                 | Netherlands             | -.5948      | 1.3779 |
|                    |                 |                 | Philippines             | -1.0495     | 1.1828 |
|                    |                 |                 | France                  | -.9857      | 1.1215 |
|                    |                 |                 | Germany                 | -.2281      | 1.9316 |
|                    | India           |                 | -1.2518                 | .9301       |        |
|                    | Indonesia       |                 | -2.0253                 | .6647       |        |
|                    | Japan           | -.7173          | 1.1875                  |             |        |
|                    | Malaysia        | -1.3493         | .9276                   |             |        |
|                    | Poland          | -1.8499         | .3499                   |             |        |
|                    | Russia          | -1.1320         | 1.2584                  |             |        |
|                    | Singapore       | -1.0643         | .9197                   |             |        |
|                    | Spain           | -1.1105         | 1.6024                  |             |        |
|                    | Switzerland     | -.8717          | 1.3280                  |             |        |
|                    | Turkey          | -.4488          | 1.7005                  |             |        |
|                    | Venezuela       | -1.1055         | 1.0882                  |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Poland          | America         | .4552                   | 1.9784      |
|                    |                 | Argentina       | -.1782                  | 1.9112      |
|                    |                 | Australia       | -.1244                  | 2.4946      |
|                    |                 | Brazil          | -.1896                  | 1.5241      |
|                    |                 | GB              | .0870                   | 1.7493      |
|                    |                 | Canada          | -.1147                  | 2.1245      |
|                    |                 | China           | -1.2067                 | 1.3442      |
|                    |                 | Netherlands     | .2208                   | 2.0623      |
|                    |                 | Philippines     | -.2420                  | 1.8753      |
|                    |                 | France          | -.1746                  | 1.8103      |
|                    |                 | Germany         | .5815                   | 2.6220      |
|                    |                 | India           | -.4428                  | 1.6211      |
|                    |                 | Indonesia       | -1.2279                 | 1.3674      |
|                    |                 | Japan           | .1008                   | 1.8694      |
|                    |                 | Malaysia        | -.5430                  | 1.6213      |
|                    |                 | Mexico          | -.3499                  | 1.8499      |
|                    |                 | Russia          | -.3285                  | 1.9548      |
|                    |                 | Singapore       | -.2490                  | 1.6045      |
|                    |                 | Spain           | -.3135                  | 2.3054      |
|                    |                 | Switzerland     | -.0633                  | 2.0195      |
| Turkey             | .3611           | 2.3906          |                         |             |
| Venezuela          | -.2968          | 1.7796          |                         |             |
|                    | Russia          | America         | -.4901                  | 1.2975      |
|                    |                 | Argentina       | -1.0914                 | 1.1979      |
|                    |                 | Australia       | -1.0185                 | 1.7625      |
|                    |                 | Brazil          | -1.1221                 | .8303       |
|                    |                 | GB              | -.8488                  | 1.0587      |
|                    |                 | Canada          | -1.0216                 | 1.4051      |
|                    |                 | China           | -2.1029                 | .6141       |
|                    |                 | Netherlands     | -.7044                  | 1.3611      |
|                    |                 | Philippines     | -1.1539                 | 1.1609      |
|                    |                 | France          | -1.0925                 | 1.1019      |
|                    |                 | Germany         | -.3338                  | 1.9109      |
|                    |                 | India           | -1.3570                 | .9090       |
|                    |                 | Indonesia       | -2.1228                 | .6360       |
|                    |                 | Japan           | -.8285                  | 1.1723      |
|                    |                 | Malaysia        | -1.4529                 | .9049       |
|                    |                 | Mexico          | -1.2584                 | 1.1320      |
|                    |                 | Poland          | -1.9548                 | .3285       |
|                    |                 | Singapore       | -1.1736                 | .9027       |
|                    |                 | Spain           | -1.2077                 | 1.5733      |
|                    |                 | Switzerland     | -.9767                  | 1.3066      |
| Turkey             | -.5547          | 1.6801          |                         |             |
| Venezuela          | -1.2105         | 1.0669          |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Singapore       | America         | -.0563                  | 1.1344      |
|                    |                 | Argentina       | -.7418                  | 1.1192      |
|                    |                 | Australia       | -.7129                  | 1.7277      |
|                    |                 | Brazil          | -.7236                  | .7027       |
|                    |                 | GB              | -.4417                  | .9225       |
|                    |                 | Canada          | -.6866                  | 1.3410      |
|                    |                 | China           | -1.7927                 | .5747       |
|                    |                 | Netherlands     | -.3250                  | 1.2526      |
|                    |                 | Philippines     | -.8072                  | 1.0850      |
|                    |                 | France          | -.7313                  | 1.0115      |
|                    |                 | Germany         | .0210                   | 1.8269      |
|                    |                 | India           | -1.0047                 | .8276       |
|                    |                 | Indonesia       | -1.8156                 | .5996       |
|                    |                 | Japan           | -.4385                  | 1.0532      |
|                    |                 | Malaysia        | -1.1109                 | .8337       |
|                    |                 | Mexico          | -.9197                  | 1.0643      |
|                    |                 | Poland          | -1.6045                 | .2490       |
|                    |                 | Russia          | -.9027                  | 1.1736      |
|                    |                 | Spain           | -.9021                  | 1.5385      |
|                    |                 | Switzerland     | -.6264                  | 1.2272      |
| Turkey             | -.1986          | 1.5948          |                         |             |
| Venezuela          | -.8595          | .9868           |                         |             |
|                    | Spain           | America         | -.8793                  | 1.3210      |
|                    |                 | Argentina       | -1.4416                 | 1.1826      |
|                    |                 | Australia       | -1.3421                 | 1.7205      |
|                    |                 | Brazil          | -1.4968                 | .8394       |
|                    |                 | GB              | -1.2272                 | 1.0716      |
|                    |                 | Canada          | -1.3635                 | 1.3814      |
|                    |                 | China           | -2.4295                 | .5751       |
|                    |                 | Netherlands     | -1.0701                 | 1.3613      |
|                    |                 | Philippines     | -1.5025                 | 1.1439      |
|                    |                 | France          | -1.4490                 | 1.0928      |
|                    |                 | Germany         | -.6869                  | 1.8985      |
|                    |                 | India           | -1.7088                 | .8952       |
|                    |                 | Indonesia       | -2.4474                 | .5950       |
|                    |                 | Japan           | -1.1992                 | 1.1775      |
|                    |                 | Malaysia        | -1.7989                 | .8853       |
|                    |                 | Mexico          | -1.6024                 | 1.1105      |
|                    |                 | Poland          | -2.3054                 | .3135       |
|                    |                 | Russia          | -1.5733                 | 1.2077      |
|                    |                 | Singapore       | -1.5385                 | .9021       |
|                    |                 | Switzerland     | -1.3273                 | 1.2917      |
| Turkey             | -.9085          | 1.6683          |                         |             |
| Venezuela          | -1.5615         | 1.0523          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Switzerland     | America         | -.5229                  | 1.0003      |
|                    |                 | Argentina       | -1.1564                 | .9330       |
|                    |                 | Australia       | -1.1025                 | 1.5165      |
|                    |                 | Brazil          | -1.1677                 | .5460       |
|                    |                 | GB              | -.8911                  | .7712       |
|                    |                 | Canada          | -1.0928                 | 1.1464      |
|                    |                 | China           | -2.1848                 | .3661       |
|                    |                 | Netherlands     | -.7573                  | 1.0842      |
|                    |                 | Philippines     | -1.2201                 | .8972       |
|                    |                 | France          | -1.1527                 | .8322       |
|                    |                 | Germany         | -.3967                  | 1.6439      |
|                    |                 | India           | -1.4209                 | .6430       |
|                    |                 | Indonesia       | -2.2060                 | .3893       |
|                    |                 | Japan           | -.8773                  | .8912       |
|                    |                 | Malaysia        | -1.5211                 | .6431       |
|                    |                 | Mexico          | -1.3280                 | .8717       |
|                    |                 | Poland          | -2.0195                 | .0633       |
|                    |                 | Russia          | -1.3066                 | .9767       |
|                    |                 | Singapore       | -1.2272                 | .6264       |
|                    |                 | Spain           | -1.2917                 | 1.3273      |
| Turkey             | -.6170          | 1.4125          |                         |             |
| Venezuela          | -1.2750         | .8014           |                         |             |
|                    | Turkey          | America         | -.8838                  | .5657       |
|                    |                 | Argentina       | -1.5275                 | .5087       |
|                    |                 | Australia       | -1.4791                 | 1.0977      |
|                    |                 | Brazil          | -1.5328                 | .1157       |
|                    |                 | GB              | -1.2552                 | .3398       |
|                    |                 | Canada          | -1.4657                 | .7239       |
|                    |                 | China           | -2.5609                 | -.0533      |
|                    |                 | Netherlands     | -1.1248                 | .6562       |
|                    |                 | Philippines     | -1.5916                 | .4732       |
|                    |                 | France          | -1.5224                 | .4064       |
|                    |                 | Germany         | -.7671                  | 1.2189      |
|                    |                 | India           | -1.7917                 | .2184       |
|                    |                 | Indonesia       | -2.5825                 | -.0298      |
|                    |                 | Japan           | -1.2435                 | .4620       |
|                    |                 | Malaysia        | -1.8932                 | .2198       |
|                    |                 | Mexico          | -1.7005                 | .4488       |
|                    |                 | Poland          | -2.3906                 | -.3611      |
|                    |                 | Russia          | -1.6801                 | .5547       |
|                    |                 | Singapore       | -1.5948                 | .1986       |
|                    |                 | Spain           | -1.6683                 | .9085       |
| Switzerland        | -1.4125         | .6170           |                         |             |
| Venezuela          | -1.6459         | .3770           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 05 Autocratic      | Venezuela       | America         | -.2818                  | 1.2327      |
|                    |                 | Argentina       | -.9164                  | 1.1666      |
|                    |                 | Australia       | -.8632                  | 1.7507      |
|                    |                 | Brazil          | -.9271                  | .7789       |
|                    |                 | GB              | -.6503                  | 1.0039      |
|                    |                 | Canada          | -.8530                  | 1.3801      |
|                    |                 | China           | -1.9454                 | .6002       |
|                    |                 | Netherlands     | -.5169                  | 1.3173      |
|                    |                 | Philippines     | -.9802                  | 1.1308      |
|                    |                 | France          | -.9126                  | 1.0656      |
|                    |                 | Germany         | -.1566                  | 1.8773      |
|                    |                 | India           | -1.1809                 | .8765       |
|                    |                 | Indonesia       | -1.9667                 | .6234       |
|                    |                 | Japan           | -.6368                  | 1.1242      |
|                    |                 | Malaysia        | -1.2813                 | .8768       |
|                    |                 | Mexico          | -1.0882                 | 1.1055      |
|                    |                 | Poland          | -1.7796                 | .2968       |
|                    |                 | Russia          | -1.0669                 | 1.2105      |
| Singapore          | -.9868          | .8595           |                         |             |
| Spain              | -1.0523         | 1.5615          |                         |             |
| Switzerland        | -.8014          | 1.2750          |                         |             |
| Turkey             | -.3770          | 1.6459          |                         |             |
| 06 Normative       | America         | Argentina       | -.7365                  | .4295       |
|                    |                 | Australia       | -.5381                  | 1.1363      |
|                    |                 | Brazil          | -.8009                  | -.0714      |
|                    |                 | GB              | .2237                   | .8807       |
|                    |                 | Canada          | -.4486                  | .8686       |
|                    |                 | China           | -1.0585                 | .5539       |
|                    |                 | Netherlands     | -.5915                  | .3003       |
|                    |                 | Philippines     | -1.1463                 | .0484       |
|                    |                 | France          | -.4497                  | .6053       |
|                    |                 | Germany         | .0082                   | 1.1229      |
|                    |                 | India           | -.7033                  | .4361       |
|                    |                 | Indonesia       | -1.4050                 | .2479       |
|                    |                 | Japan           | .0068                   | .8085       |
|                    |                 | Malaysia        | -.7098                  | .5328       |
|                    |                 | Mexico          | -1.0759                 | .2022       |
|                    |                 | Poland          | -.0787                  | 1.0805      |
|                    |                 | Russia          | -.5088                  | .8516       |
|                    |                 | Singapore       | -.2553                  | .6508       |
| Spain              | -.9908          | .6836           |                         |             |
| Switzerland        | -.3787          | .7805           |                         |             |
| Turkey             | -.8145          | .2886           |                         |             |
| Venezuela          | -1.2736         | -.1211          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Argentina       | America         | -.4295                  | .7365       |
|                    |                 | Australia       | -.5459                  | 1.4511      |
|                    |                 | Brazil          | -.9377                  | .3725       |
|                    |                 | GB              | .0701                   | 1.3414      |
|                    |                 | Canada          | -.4908                  | 1.2179      |
|                    |                 | China           | -1.0714                 | .8739       |
|                    |                 | Netherlands     | -.6956                  | .7115       |
|                    |                 | Philippines     | -1.2035                 | .4127       |
|                    |                 | France          | -.5265                  | .9892       |
|                    |                 | Germany         | -.0599                  | 1.4980      |
|                    |                 | India           | -.7679                  | .8078       |
|                    |                 | Indonesia       | -1.4146                 | .5645       |
|                    |                 | Japan           | -.1147                  | 1.2371      |
|                    |                 | Malaysia        | -.7609                  | .8909       |
|                    |                 | Mexico          | -1.1227                 | .5560       |
|                    |                 | Poland          | -.1406                  | 1.4494      |
|                    |                 | Russia          | -.5461                  | 1.1960      |
|                    |                 | Singapore       | -.3568                  | 1.0594      |
|                    |                 | Spain           | -.9986                  | .9984       |
|                    |                 | Switzerland     | -.4406                  | 1.1494      |
| Turkey             | -.8842          | .6654           |                         |             |
| Venezuela          | -1.3364         | .2488           |                         |             |
|                    | Australia       | America         | -1.1363                 | .5381       |
|                    |                 | Argentina       | -1.4511                 | .5459       |
|                    |                 | Brazil          | -1.6241                 | .1537       |
|                    |                 | GB              | -.6216                  | 1.1278      |
|                    |                 | Canada          | -1.1335                 | .9554       |
|                    |                 | China           | -1.6946                 | .5919       |
|                    |                 | Netherlands     | -1.3698                 | .4805       |
|                    |                 | Philippines     | -1.8550                 | .1589       |
|                    |                 | France          | -1.1884                 | .7459       |
|                    |                 | Germany         | -.7173                  | 1.2502      |
|                    |                 | India           | -1.4235                 | .5581       |
|                    |                 | Indonesia       | -2.0353                 | .2800       |
|                    |                 | Japan           | -.7957                  | 1.0129      |
|                    |                 | Malaysia        | -1.4089                 | .6337       |
|                    |                 | Mexico          | -1.7682                 | .2963       |
|                    |                 | Poland          | -.7947                  | 1.1983      |
|                    |                 | Russia          | -1.1859                 | .9305       |
|                    |                 | Singapore       | -1.0300                 | .8273       |
|                    |                 | Spain           | -1.6180                 | .7126       |
|                    |                 | Switzerland     | -1.0947                 | .8983       |
| Turkey             | -1.5425         | .4184           |                         |             |
| Venezuela          | -1.9910         | -.0018          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Brazil          | America         | .0714                   | .8009       |
|                    |                 | Argentina       | -.3725                  | .9377       |
|                    |                 | Australia       | -.1537                  | 1.6241      |
|                    |                 | GB              | .5442                   | 1.4324      |
|                    |                 | Canada          | -.0771                  | 1.3693      |
|                    |                 | China           | -.6759                  | 1.0436      |
|                    |                 | Netherlands     | -.2462                  | .8273       |
|                    |                 | Philippines     | -.7808                  | .5551       |
|                    |                 | France          | -.0923                  | 1.1202      |
|                    |                 | Germany         | .3693                   | 1.6341      |
|                    |                 | India           | -.3408                  | .9458       |
|                    |                 | Indonesia       | -1.0213                 | .7363       |
|                    |                 | Japan           | .3438                   | 1.3438      |
|                    |                 | Malaysia        | -.3418                  | 1.0370      |
|                    |                 | Mexico          | -.7062                  | .7047       |
|                    |                 | Poland          | .2849                   | 1.5891      |
|                    |                 | Russia          | -.1354                  | 1.3504      |
|                    |                 | Singapore       | .0911                   | 1.1766      |
|                    |                 | Spain           | -.6064                  | 1.1714      |
|                    |                 | Switzerland     | -.0151                  | 1.2891      |
| Turkey             | -.4541          | .8004           |                         |             |
| Venezuela          | -.9103          | .3879           |                         |             |
|                    | GB              | America         | -.8807                  | -.2237      |
|                    |                 | Argentina       | -1.3414                 | -.0701      |
|                    |                 | Australia       | -1.1278                 | .6216       |
|                    |                 | Brazil          | -1.4324                 | -.5442      |
|                    |                 | Canada          | -1.0478                 | .3635       |
|                    |                 | China           | -1.6495                 | .0406       |
|                    |                 | Netherlands     | -1.2106                 | -.1850      |
|                    |                 | Philippines     | -1.7500                 | -.4523      |
|                    |                 | France          | -1.0595                 | .1108       |
|                    |                 | Germany         | -.5989                  | .6256       |
|                    |                 | India           | -1.3093                 | -.0623      |
|                    |                 | Indonesia       | -1.9952                 | -.2664      |
|                    |                 | Japan           | -.6187                  | .3297       |
|                    |                 | Malaysia        | -1.3116                 | .0302       |
|                    |                 | Mexico          | -1.6765                 | -.3016      |
|                    |                 | Poland          | -.6838                  | .5812       |
|                    |                 | Russia          | -1.1066                 | .3450       |
|                    |                 | Singapore       | -.8735                  | .1646       |
|                    |                 | Spain           | -1.5805                 | .1689       |
|                    |                 | Switzerland     | -.9838                  | .2812       |
| Turkey             | -1.4220         | -.2082          |                         |             |
| Venezuela          | -1.8790         | -.6201          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Canada          | America         | -.8686                  | .4486       |
|                    |                 | Argentina       | -1.2179                 | .4908       |
|                    |                 | Australia       | -.9554                  | 1.1335      |
|                    |                 | Brazil          | -1.3693                 | .0771       |
|                    |                 | GB              | -.3635                  | 1.0478      |
|                    |                 | China           | -1.4821                 | .5575       |
|                    |                 | Netherlands     | -1.1229                 | .4117       |
|                    |                 | Philippines     | -1.6232                 | .1052       |
|                    |                 | France          | -.9496                  | .6853       |
|                    |                 | Germany         | -.4815                  | 1.1926      |
|                    |                 | India           | -1.1889                 | .5017       |
|                    |                 | Indonesia       | -1.8245                 | .2472       |
|                    |                 | Japan           | -.5444                  | .9397       |
|                    |                 | Malaysia        | -1.1794                 | .5824       |
|                    |                 | Mexico          | -1.5404                 | .2466       |
|                    |                 | Poland          | -.5612                  | 1.1428      |
|                    |                 | Russia          | -.9620                  | .8848       |
|                    |                 | Singapore       | -.7838                  | .7592       |
|                    |                 | Spain           | -1.4081                 | .6808       |
|                    |                 | Switzerland     | -.8612                  | .8428       |
| Turkey             | -1.3061         | .3602           |                         |             |
| Venezuela          | -1.7571         | -.0576          |                         |             |
|                    | China           | America         | -.5539                  | 1.0585      |
|                    |                 | Argentina       | -.8739                  | 1.0714      |
|                    |                 | Australia       | -.5919                  | 1.6946      |
|                    |                 | Brazil          | -1.0436                 | .6759       |
|                    |                 | GB              | -.0406                  | 1.6495      |
|                    |                 | Canada          | -.5575                  | 1.4821      |
|                    |                 | Netherlands     | -.7905                  | 1.0039      |
|                    |                 | Philippines     | -1.2780                 | .6847       |
|                    |                 | France          | -.6103                  | 1.2705      |
|                    |                 | Germany         | -.1397                  | 1.7753      |
|                    |                 | India           | -.8461                  | 1.0834      |
|                    |                 | Indonesia       | -1.4618                 | .8091       |
|                    |                 | Japan           | -.2158                  | 1.5357      |
|                    |                 | Malaysia        | -.8323                  | 1.1599      |
|                    |                 | Mexico          | -1.1919                 | .8227       |
|                    |                 | Poland          | -.2175                  | 1.7238      |
|                    |                 | Russia          | -.6102                  | 1.4575      |
|                    |                 | Singapore       | -.4508                  | 1.3508      |
|                    |                 | Spain           | -1.0446                 | 1.2419      |
|                    |                 | Switzerland     | -.5175                  | 1.4238      |
| Turkey             | -.9648          | .9435           |                         |             |
| Venezuela          | -1.4137         | .5236           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Netherlands     | America         | -.3003                  | .5915       |
|                    |                 | Argentina       | -.7115                  | .6956       |
|                    |                 | Australia       | -.4805                  | 1.3698      |
|                    |                 | Brazil          | -.8273                  | .2462       |
|                    |                 | GB              | .1850                   | 1.2106      |
|                    |                 | Canada          | -.4117                  | 1.1229      |
|                    |                 | China           | -1.0039                 | .7905       |
|                    |                 | Philippines     | -1.1188                 | .3121       |
|                    |                 | France          | -.4348                  | .8817       |
|                    |                 | Germany         | .0287                   | 1.3935      |
|                    |                 | India           | -.6806                  | .7045       |
|                    |                 | Indonesia       | -1.3485                 | .4825       |
|                    |                 | Japan           | -.0086                  | 1.1152      |
|                    |                 | Malaysia        | -.6785                  | .7926       |
|                    |                 | Mexico          | -1.0419                 | .4593       |
|                    |                 | Poland          | -.0543                  | 1.3471      |
|                    |                 | Russia          | -.4689                  | 1.1029      |
|                    |                 | Singapore       | -.2569                  | .9436       |
|                    |                 | Spain           | -.9332                  | .9171       |
|                    |                 | Switzerland     | -.3543                  | 1.0471      |
| Turkey             | -.7950          | .5603           |                         |             |
| Venezuela          | -1.2497         | .1462           |                         |             |
|                    | Philippines     | America         | -.0484                  | 1.1463      |
|                    |                 | Argentina       | -.4127                  | 1.2035      |
|                    |                 | Australia       | -.1589                  | 1.8550      |
|                    |                 | Brazil          | -.5551                  | .7808       |
|                    |                 | GB              | .4523                   | 1.7500      |
|                    |                 | Canada          | -.1052                  | 1.6232      |
|                    |                 | China           | -.6847                  | 1.2780      |
|                    |                 | Netherlands     | -.3121                  | 1.1188      |
|                    |                 | France          | -.1422                  | 1.3958      |
|                    |                 | Germany         | .3247                   | 1.9043      |
|                    |                 | India           | -.3832                  | 1.2139      |
|                    |                 | Indonesia       | -1.0277                 | .9684       |
|                    |                 | Japan           | .2683                   | 1.6449      |
|                    |                 | Malaysia        | -.3757                  | 1.2965      |
|                    |                 | Mexico          | -.7374                  | .9615       |
|                    |                 | Poland          | .2442                   | 1.8554      |
|                    |                 | Russia          | -.1604                  | 1.6011      |
|                    |                 | Singapore       | .0267                   | 1.4666      |
|                    |                 | Spain           | -.6117                  | 1.4023      |
|                    |                 | Switzerland     | -.0558                  | 1.5554      |
| Turkey             | -.4997          | 1.0717          |                         |             |
| Venezuela          | -.9516          | .6548           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | France          | America         | -.6053                  | .4497       |
|                    |                 | Argentina       | -.9892                  | .5265       |
|                    |                 | Australia       | -.7459                  | 1.1884      |
|                    |                 | Brazil          | -1.1202                 | .0923       |
|                    |                 | GB              | -.1108                  | 1.0595      |
|                    |                 | Canada          | -.6853                  | .9496       |
|                    |                 | China           | -1.2705                 | .6103       |
|                    |                 | Netherlands     | -.8817                  | .4348       |
|                    |                 | Philippines     | -1.3958                 | .1422       |
|                    |                 | Germany         | -.2506                  | 1.2260      |
|                    |                 | India           | -.9591                  | .5363       |
|                    |                 | Indonesia       | -1.6143                 | .3014       |
|                    |                 | Japan           | -.2988                  | .9585       |
|                    |                 | Malaysia        | -.9540                  | .6214       |
|                    |                 | Mexico          | -1.3165                 | .2871       |
|                    |                 | Poland          | -.3322                  | 1.1783      |
|                    |                 | Russia          | -.7414                  | .9285       |
|                    |                 | Singapore       | -.5432                  | .7830       |
|                    |                 | Spain           | -1.1986                 | .7357       |
|                    |                 | Switzerland     | -.6322                  | .8783       |
| Turkey             | -1.0747         | .3931           |                         |             |
| Venezuela          | -1.5278         | -.0225          |                         |             |
|                    | Germany         | America         | -1.1229                 | -.0082      |
|                    |                 | Argentina       | -1.4980                 | .0599       |
|                    |                 | Australia       | -1.2502                 | .7173       |
|                    |                 | Brazil          | -1.6341                 | -.3693      |
|                    |                 | GB              | -.6256                  | .5989       |
|                    |                 | Canada          | -1.1926                 | .4815       |
|                    |                 | China           | -1.7753                 | .1397       |
|                    |                 | Netherlands     | -1.3935                 | -.0287      |
|                    |                 | Philippines     | -1.9043                 | -.3247      |
|                    |                 | France          | -1.2260                 | .2506       |
|                    |                 | India           | -1.4682                 | .0699       |
|                    |                 | Indonesia       | -2.1188                 | -.1695      |
|                    |                 | Japan           | -.8118                  | .4960       |
|                    |                 | Malaysia        | -1.4621                 | .1540       |
|                    |                 | Mexico          | -1.8242                 | -.1807      |
|                    |                 | Poland          | -.8411                  | .7117       |
|                    |                 | Russia          | -1.2483                 | .4600       |
|                    |                 | Singapore       | -1.0550                 | .3193       |
|                    |                 | Spain           | -1.7029                 | .2646       |
|                    |                 | Switzerland     | -1.1411                 | .4117       |
| Turkey             | -1.5842         | -.0728          |                         |             |
| Venezuela          | -2.0368         | -.4890          |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | India           | America         | -.4361                  | .7033       |
|                    |                 | Argentina       | -.8078                  | .7679       |
|                    |                 | Australia       | -.5581                  | 1.4235      |
|                    |                 | Brazil          | -.9458                  | .3408       |
|                    |                 | GB              | .0623                   | 1.3093      |
|                    |                 | Canada          | -.5017                  | 1.1889      |
|                    |                 | China           | -1.0834                 | .8461       |
|                    |                 | Netherlands     | -.7045                  | .6806       |
|                    |                 | Philippines     | -1.2139                 | .3832       |
|                    |                 | France          | -.5363                  | .9591       |
|                    |                 | Germany         | -.0699                  | 1.4682      |
|                    |                 | Indonesia       | -1.4267                 | .5368       |
|                    |                 | Japan           | -.1232                  | 1.2057      |
|                    |                 | Malaysia        | -.7715                  | .8617       |
|                    |                 | Mexico          | -1.1335                 | .5269       |
|                    |                 | Poland          | -.1509                  | 1.4198      |
|                    |                 | Russia          | -.5572                  | 1.1672      |
|                    |                 | Singapore       | -.3659                  | 1.0285      |
|                    |                 | Spain           | -1.0108                 | .9708       |
|                    |                 | Switzerland     | -.4509                  | 1.1198      |
| Turkey             | -.8942          | .6355           |                         |             |
| Venezuela          | -1.3466         | .2191           |                         |             |
|                    | Indonesia       | America         | -.2479                  | 1.4050      |
|                    |                 | Argentina       | -.5645                  | 1.4146      |
|                    |                 | Australia       | -.2800                  | 2.0353      |
|                    |                 | Brazil          | -.7363                  | 1.0213      |
|                    |                 | GB              | .2664                   | 1.9952      |
|                    |                 | Canada          | -.2472                  | 1.8245      |
|                    |                 | China           | -.8091                  | 1.4618      |
|                    |                 | Netherlands     | -.4825                  | 1.3485      |
|                    |                 | Philippines     | -.9684                  | 1.0277      |
|                    |                 | France          | -.3014                  | 1.6143      |
|                    |                 | Germany         | .1695                   | 2.1188      |
|                    |                 | India           | -.5368                  | 1.4267      |
|                    |                 | Japan           | .0919                   | 1.8807      |
|                    |                 | Malaysia        | -.5225                  | 1.5026      |
|                    |                 | Mexico          | -.8818                  | 1.1652      |
|                    |                 | Poland          | .0919                   | 2.0670      |
|                    |                 | Russia          | -.2997                  | 1.7997      |
|                    |                 | Singapore       | -.1427                  | 1.6953      |
|                    |                 | Spain           | -.7327                  | 1.5826      |
|                    |                 | Switzerland     | -.2081                  | 1.7670      |
| Turkey             | -.6557          | 1.2869          |                         |             |
| Venezuela          | -1.1043         | .8668           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Japan           | America         | -.8085                  | -.0068      |
|                    |                 | Argentina       | -1.2371                 | .1147       |
|                    |                 | Australia       | -1.0129                 | .7957       |
|                    |                 | Brazil          | -1.3438                 | -.3438      |
|                    |                 | GB              | -.3297                  | .6187       |
|                    |                 | Canada          | -.9397                  | .5444       |
|                    |                 | China           | -1.5357                 | .2158       |
|                    |                 | Netherlands     | -1.1152                 | .0086       |
|                    |                 | Philippines     | -1.6449                 | -.2683      |
|                    |                 | France          | -.9585                  | .2988       |
|                    |                 | Germany         | -.4960                  | .8118       |
|                    |                 | India           | -1.2057                 | .1232       |
|                    |                 | Indonesia       | -1.8807                 | -.0919      |
|                    |                 | Malaysia        | -1.2053                 | .2130       |
|                    |                 | Mexico          | -1.5693                 | -.1198      |
|                    |                 | Poland          | -.5798                  | .7661       |
|                    |                 | Russia          | -.9975                  | .5250       |
|                    |                 | Singapore       | -.7776                  | .3577       |
|                    |                 | Spain           | -1.4656                 | .3430       |
|                    |                 | Switzerland     | -.8798                  | .4661       |
| Turkey             | -1.3195         | -.0217          |                         |             |
| Venezuela          | -1.7751         | -.4350          |                         |             |
|                    | Malaysia        | America         | -.5328                  | .7098       |
|                    |                 | Argentina       | -.8909                  | .7609       |
|                    |                 | Australia       | -.6337                  | 1.4089      |
|                    |                 | Brazil          | -1.0370                 | .3418       |
|                    |                 | GB              | -.0302                  | 1.3116      |
|                    |                 | Canada          | -.5824                  | 1.1794      |
|                    |                 | China           | -1.1599                 | .8323       |
|                    |                 | Netherlands     | -.7926                  | .6785       |
|                    |                 | Philippines     | -1.2965                 | .3757       |
|                    |                 | France          | -.6214                  | .9540       |
|                    |                 | Germany         | -.1540                  | 1.4621      |
|                    |                 | India           | -.8617                  | .7715       |
|                    |                 | Indonesia       | -1.5026                 | .5225       |
|                    |                 | Japan           | -.2130                  | 1.2053      |
|                    |                 | Mexico          | -1.2148                 | .5180       |
|                    |                 | Poland          | -.2341                  | 1.4129      |
|                    |                 | Russia          | -.6372                  | 1.1571      |
|                    |                 | Singapore       | -.4537                  | 1.0262      |
|                    |                 | Spain           | -1.0864                 | .9562       |
|                    |                 | Switzerland     | -.5341                  | 1.1129      |
| Turkey             | -.9784          | .6295           |                         |             |
| Venezuela          | -1.4300         | .2123           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Mexico          | America         | -.2022                  | 1.0759      |
|                    |                 | Argentina       | -.5560                  | 1.1227      |
|                    |                 | Australia       | -.2963                  | 1.7682      |
|                    |                 | Brazil          | -.7047                  | .7062       |
|                    |                 | GB              | .3016                   | 1.6765      |
|                    |                 | Canada          | -.2466                  | 1.5404      |
|                    |                 | China           | -.8227                  | 1.1919      |
|                    |                 | Netherlands     | -.4593                  | 1.0419      |
|                    |                 | Philippines     | -.9615                  | .7374       |
|                    |                 | France          | -.2871                  | 1.3165      |
|                    |                 | Germany         | .1807                   | 1.8242      |
|                    |                 | India           | -.5269                  | 1.1335      |
|                    |                 | Indonesia       | -1.1652                 | .8818       |
|                    |                 | Japan           | .1198                   | 1.5693      |
|                    |                 | Malaysia        | -.5180                  | 1.2148      |
|                    |                 | Poland          | .1008                   | 1.7747      |
|                    |                 | Russia          | -.3012                  | 1.5178      |
|                    |                 | Singapore       | -.1203                  | 1.3895      |
|                    |                 | Spain           | -.7490                  | 1.3155      |
|                    |                 | Switzerland     | -.1992                  | 1.4747      |
| Turkey             | -.6439          | .9917           |                         |             |
| Venezuela          | -1.0951         | .5742           |                         |             |
|                    | Poland          | America         | -1.0805                 | .0787       |
|                    |                 | Argentina       | -1.4494                 | .1406       |
|                    |                 | Australia       | -1.1983                 | .7947       |
|                    |                 | Brazil          | -1.5891                 | -.2849      |
|                    |                 | GB              | -.5812                  | .6838       |
|                    |                 | Canada          | -1.1428                 | .5612       |
|                    |                 | China           | -1.7238                 | .2175       |
|                    |                 | Netherlands     | -1.3471                 | .0543       |
|                    |                 | Philippines     | -1.8554                 | -.2442      |
|                    |                 | France          | -1.1783                 | .3322       |
|                    |                 | Germany         | -.7117                  | .8411       |
|                    |                 | India           | -1.4198                 | .1509       |
|                    |                 | Indonesia       | -2.0670                 | -.0919      |
|                    |                 | Japan           | -.7661                  | .5798       |
|                    |                 | Malaysia        | -1.4129                 | .2341       |
|                    |                 | Mexico          | -1.7747                 | -.1008      |
|                    |                 | Russia          | -1.1982                 | .5394       |
|                    |                 | Singapore       | -1.0084                 | .4022       |
|                    |                 | Spain           | -1.6510                 | .3420       |
|                    |                 | Switzerland     | -1.0925                 | .4925       |
| Turkey             | -1.5360         | .0084           |                         |             |
| Venezuela          | -1.9883         | -.4081          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Russia          | America         | -.8516                  | .5088       |
|                    |                 | Argentina       | -1.1960                 | .5461       |
|                    |                 | Australia       | -.9305                  | 1.1859      |
|                    |                 | Brazil          | -1.3504                 | .1354       |
|                    |                 | GB              | -.3450                  | 1.1066      |
|                    |                 | Canada          | -.8848                  | .9620       |
|                    |                 | China           | -1.4575                 | .6102       |
|                    |                 | Netherlands     | -1.1029                 | .4689       |
|                    |                 | Philippines     | -1.6011                 | .1604       |
|                    |                 | France          | -.9285                  | .7414       |
|                    |                 | Germany         | -.4600                  | 1.2483      |
|                    |                 | India           | -1.1672                 | .5572       |
|                    |                 | Indonesia       | -1.7997                 | .2997       |
|                    |                 | Japan           | -.5250                  | .9975       |
|                    |                 | Malaysia        | -1.1571                 | .6372       |
|                    |                 | Mexico          | -1.5178                 | .3012       |
|                    |                 | Poland          | -.5394                  | 1.1982      |
|                    |                 | Singapore       | -.7637                  | .8163       |
|                    |                 | Spain           | -1.3832                 | .7332       |
|                    |                 | Switzerland     | -.8394                  | .8982       |
| Turkey             | -1.2847         | .4160           |                         |             |
| Venezuela          | -1.7353         | -.0022          |                         |             |
|                    | Singapore       | America         | -.6508                  | .2553       |
|                    |                 | Argentina       | -1.0594                 | .3568       |
|                    |                 | Australia       | -.8273                  | 1.0300      |
|                    |                 | Brazil          | -1.1766                 | -.0911      |
|                    |                 | GB              | -.1646                  | .8735       |
|                    |                 | Canada          | -.7592                  | .7838       |
|                    |                 | China           | -1.3508                 | .4508       |
|                    |                 | Netherlands     | -.9436                  | .2569       |
|                    |                 | Philippines     | -1.4666                 | -.0267      |
|                    |                 | France          | -.7830                  | .5432       |
|                    |                 | Germany         | -.3193                  | 1.0550      |
|                    |                 | India           | -1.0285                 | .3659       |
|                    |                 | Indonesia       | -1.6953                 | .1427       |
|                    |                 | Japan           | -.3577                  | .7776       |
|                    |                 | Malaysia        | -1.0262                 | .4537       |
|                    |                 | Mexico          | -1.3895                 | .1203       |
|                    |                 | Poland          | -.4022                  | 1.0084      |
|                    |                 | Russia          | -.8163                  | .7637       |
|                    |                 | Spain           | -1.2800                 | .5773       |
|                    |                 | Switzerland     | -.7022                  | .7084       |
| Turkey             | -1.1431         | .2217           |                         |             |
| Venezuela          | -1.5976         | -.1925          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Spain           | America         | -.6836                  | .9908       |
|                    |                 | Argentina       | -.9984                  | .9986       |
|                    |                 | Australia       | -.7126                  | 1.6180      |
|                    |                 | Brazil          | -1.1714                 | .6064       |
|                    |                 | GB              | -.1689                  | 1.5805      |
|                    |                 | Canada          | -.6808                  | 1.4081      |
|                    |                 | China           | -1.2419                 | 1.0446      |
|                    |                 | Netherlands     | -.9171                  | .9332       |
|                    |                 | Philippines     | -1.4023                 | .6117       |
|                    |                 | France          | -.7357                  | 1.1986      |
|                    |                 | Germany         | -.2646                  | 1.7029      |
|                    |                 | India           | -.9708                  | 1.0108      |
|                    |                 | Indonesia       | -1.5826                 | .7327       |
|                    |                 | Japan           | -.3430                  | 1.4656      |
|                    |                 | Malaysia        | -.9562                  | 1.0864      |
|                    |                 | Mexico          | -1.3155                 | .7490       |
|                    |                 | Poland          | -.3420                  | 1.6510      |
|                    |                 | Russia          | -.7332                  | 1.3832      |
|                    |                 | Singapore       | -.5773                  | 1.2800      |
|                    |                 | Switzerland     | -.6420                  | 1.3510      |
|                    | Turkey          | -1.0898         | .8711                   |             |
|                    | Venezuela       | -1.5383         | .4509                   |             |
|                    | Switzerland     | America         | -.7805                  | .3787       |
|                    |                 | Argentina       | -1.1494                 | .4406       |
|                    |                 | Australia       | -.8983                  | 1.0947      |
|                    |                 | Brazil          | -1.2891                 | .0151       |
|                    |                 | GB              | -.2812                  | .9838       |
|                    |                 | Canada          | -.8428                  | .8612       |
|                    |                 | China           | -1.4238                 | .5175       |
|                    |                 | Netherlands     | -1.0471                 | .3543       |
|                    |                 | Philippines     | -1.5554                 | .0558       |
|                    |                 | France          | -.8783                  | .6322       |
|                    |                 | Germany         | -.4117                  | 1.1411      |
|                    |                 | India           | -1.1198                 | .4509       |
|                    |                 | Indonesia       | -1.7670                 | .2081       |
|                    |                 | Japan           | -.4661                  | .8798       |
|                    |                 | Malaysia        | -1.1129                 | .5341       |
|                    |                 | Mexico          | -1.4747                 | .1992       |
|                    |                 | Poland          | -.4925                  | 1.0925      |
|                    |                 | Russia          | -.8982                  | .8394       |
|                    |                 | Singapore       | -.7084                  | .7022       |
|                    |                 | Spain           | -1.3510                 | .6420       |
|                    | Turkey          | -1.2360         | .3084                   |             |
|                    | Venezuela       | -1.6883         | -.1081                  |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 06 Normative       | Turkey          | America         | -.2886                  | .8145       |
|                    |                 | Argentina       | -.6654                  | .8842       |
|                    |                 | Australia       | -.4184                  | 1.5425      |
|                    |                 | Brazil          | -.8004                  | .4541       |
|                    |                 | GB              | .2082                   | 1.4220      |
|                    |                 | Canada          | -.3602                  | 1.3061      |
|                    |                 | China           | -.9435                  | .9648       |
|                    |                 | Netherlands     | -.5603                  | .7950       |
|                    |                 | Philippines     | -1.0717                 | .4997       |
|                    |                 | France          | -.3931                  | 1.0747      |
|                    |                 | Germany         | .0728                   | 1.5842      |
|                    |                 | India           | -.6355                  | .8942       |
|                    |                 | Indonesia       | -1.2869                 | .6557       |
|                    |                 | Japan           | .0217                   | 1.3195      |
|                    |                 | Malaysia        | -.6295                  | .9784       |
|                    |                 | Mexico          | -.9917                  | .6439       |
|                    |                 | Poland          | -.0084                  | 1.5360      |
|                    |                 | Russia          | -.4160                  | 1.2847      |
|                    |                 | Singapore       | -.2217                  | 1.1431      |
|                    |                 | Spain           | -.8711                  | 1.0898      |
| Switzerland        | -.3084          | 1.2360          |                         |             |
| Venezuela          | -1.2041         | .3353           |                         |             |
|                    | Venezuela       | America         | .1211                   | 1.2736      |
|                    |                 | Argentina       | -.2488                  | 1.3364      |
|                    |                 | Australia       | .0018                   | 1.9910      |
|                    |                 | Brazil          | -.3879                  | .9103       |
|                    |                 | GB              | .6201                   | 1.8790      |
|                    |                 | Canada          | .0576                   | 1.7571      |
|                    |                 | China           | -.5236                  | 1.4137      |
|                    |                 | Netherlands     | -.1462                  | 1.2497      |
|                    |                 | Philippines     | -.6548                  | .9516       |
|                    |                 | France          | .0225                   | 1.5278      |
|                    |                 | Germany         | .4890                   | 2.0368      |
|                    |                 | India           | -.2191                  | 1.3466      |
|                    |                 | Indonesia       | -.8668                  | 1.1043      |
|                    |                 | Japan           | .4350                   | 1.7751      |
|                    |                 | Malaysia        | -.2123                  | 1.4300      |
|                    |                 | Mexico          | -.5742                  | 1.0951      |
|                    |                 | Poland          | .4081                   | 1.9883      |
|                    |                 | Russia          | .0022                   | 1.7353      |
|                    |                 | Singapore       | .1925                   | 1.5976      |
|                    |                 | Spain           | -.4509                  | 1.5383      |
| Switzerland        | .1081           | 1.6883          |                         |             |
| Turkey             | -.3353          | 1.2041          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | America         | Argentina       | -.8339                  | .6052       |
|                    |                 | Australia       | -1.0292                 | 1.0374      |
|                    |                 | Brazil          | -.4518                  | .4486       |
|                    |                 | GB              | -.1412                  | .6697       |
|                    |                 | Canada          | -.5529                  | 1.0728      |
|                    |                 | China           | -.9797                  | 1.0105      |
|                    |                 | Netherlands     | -.4328                  | .6678       |
|                    |                 | Philippines     | -.6853                  | .7894       |
|                    |                 | France          | -.6000                  | .7022       |
|                    |                 | Germany         | -.6601                  | .7158       |
|                    |                 | India           | -.7551                  | .6513       |
|                    |                 | Indonesia       | -.6582                  | 1.3819      |
|                    |                 | Japan           | -.1539                  | .8357       |
|                    |                 | Malaysia        | -.7526                  | .7810       |
|                    |                 | Mexico          | -.5336                  | 1.0439      |
|                    |                 | Poland          | -.2458                  | 1.1849      |
|                    |                 | Russia          | -.8256                  | .8534       |
|                    |                 | Singapore       | -.3449                  | .7735       |
|                    |                 | Spain           | -.9931                  | 1.0735      |
|                    |                 | Switzerland     | -.6125                  | .8183       |
| Turkey             | -.8311          | .5304           |                         |             |
| Venezuela          | -.8862          | .5363           |                         |             |
|                    | Argentina       | America         | -.6052                  | .8339       |
|                    |                 | Australia       | -1.1139                 | 1.3509      |
|                    |                 | Brazil          | -.6958                  | .9214       |
|                    |                 | GB              | -.4060                  | 1.1632      |
|                    |                 | Canada          | -.6802                  | 1.4287      |
|                    |                 | China           | -1.0708                 | 1.3303      |
|                    |                 | Netherlands     | -.6365                  | 1.1002      |
|                    |                 | Philippines     | -.8310                  | 1.1638      |
|                    |                 | France          | -.7700                  | 1.1009      |
|                    |                 | Germany         | -.8192                  | 1.1036      |
|                    |                 | India           | -.9099                  | 1.0349      |
|                    |                 | Indonesia       | -.7451                  | 1.6976      |
|                    |                 | Japan           | -.3790                  | 1.2895      |
|                    |                 | Malaysia        | -.8908                  | 1.1479      |
|                    |                 | Mexico          | -.6665                  | 1.4055      |
|                    |                 | Poland          | -.3973                  | 1.5652      |
|                    |                 | Russia          | -.9468                  | 1.2034      |
|                    |                 | Singapore       | -.5453                  | 1.2026      |
|                    |                 | Spain           | -1.0779                 | 1.3869      |
|                    |                 | Switzerland     | -.7640                  | 1.1985      |
| Turkey             | -.9923          | .9203           |                         |             |
| Venezuela          | -1.0388         | .9177           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Australia       | America         | -1.0374                 | 1.0292      |
|                    |                 | Argentina       | -1.3509                 | 1.1139      |
|                    |                 | Brazil          | -1.1029                 | 1.0915      |
|                    |                 | GB              | -.8194                  | 1.3397      |
|                    |                 | Canada          | -1.0333                 | 1.5449      |
|                    |                 | China           | -1.3998                 | 1.4224      |
|                    |                 | Netherlands     | -1.0285                 | 1.2553      |
|                    |                 | Philippines     | -1.1949                 | 1.2908      |
|                    |                 | France          | -1.1467                 | 1.2407      |
|                    |                 | Germany         | -1.1905                 | 1.2379      |
|                    |                 | India           | -1.2789                 | 1.1669      |
|                    |                 | Indonesia       | -1.0711                 | 1.7866      |
|                    |                 | Japan           | -.7794                  | 1.4529      |
|                    |                 | Malaysia        | -1.2505                 | 1.2706      |
|                    |                 | Mexico          | -1.0230                 | 1.5251      |
|                    |                 | Poland          | -.7645                  | 1.6954      |
|                    |                 | Russia          | -1.2963                 | 1.3159      |
|                    |                 | Singapore       | -.9360                  | 1.3564      |
|                    |                 | Spain           | -1.4023                 | 1.4744      |
|                    |                 | Switzerland     | -1.1312                 | 1.3287      |
| Turkey             | -1.3646         | 1.0557          |                         |             |
| Venezuela          | -1.4066         | 1.0485          |                         |             |
|                    | Brazil          | America         | -.4486                  | .4518       |
|                    |                 | Argentina       | -.9214                  | .6958       |
|                    |                 | Australia       | -1.0915                 | 1.1029      |
|                    |                 | GB              | -.2823                  | .8139       |
|                    |                 | Canada          | -.6311                  | 1.1541      |
|                    |                 | China           | -1.0442                 | 1.0782      |
|                    |                 | Netherlands     | -.5434                  | .7816       |
|                    |                 | Philippines     | -.7708                  | .8780       |
|                    |                 | France          | -.6956                  | .8009       |
|                    |                 | Germany         | -.7511                  | .8100       |
|                    |                 | India           | -.8443                  | .7437       |
|                    |                 | Indonesia       | -.7212                  | 1.4481      |
|                    |                 | Japan           | -.2746                  | .9596       |
|                    |                 | Malaysia        | -.8351                  | .8667       |
|                    |                 | Mexico          | -.6140                  | 1.1274      |
|                    |                 | Poland          | -.3337                  | 1.2760      |
|                    |                 | Russia          | -.9015                  | .9325       |
|                    |                 | Singapore       | -.4540                  | .8857       |
|                    |                 | Spain           | -1.0554                 | 1.1389      |
|                    |                 | Switzerland     | -.7004                  | .9093       |
| Turkey             | -.9230          | .6254           |                         |             |
| Venezuela          | -.9745          | .6278           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | GB              | America         | -.6697                  | .1412       |
|                    |                 | Argentina       | -1.1632                 | .4060       |
|                    |                 | Australia       | -1.3397                 | .8194       |
|                    |                 | Brazil          | -.8139                  | .2823       |
|                    |                 | Canada          | -.8752                  | .8666       |
|                    |                 | China           | -1.2919                 | .7942       |
|                    |                 | Netherlands     | -.7797                  | .4862       |
|                    |                 | Philippines     | -1.0130                 | .5887       |
|                    |                 | France          | -.9354                  | .5091       |
|                    |                 | Germany         | -.9920                  | .5192       |
|                    |                 | India           | -1.0857                 | .4534       |
|                    |                 | Indonesia       | -.9693                  | 1.1645      |
|                    |                 | Japan           | -.5086                  | .6619       |
|                    |                 | Malaysia        | -1.0782                 | .5780       |
|                    |                 | Mexico          | -.8576                  | .8393       |
|                    |                 | Poland          | -.5754                  | .9860       |
|                    |                 | Russia          | -1.1462                 | .6455       |
|                    |                 | Singapore       | -.6906                  | .5907       |
|                    |                 | Spain           | -1.3037                 | .8555       |
|                    |                 | Switzerland     | -.9420                  | .6193       |
| Turkey             | -1.1637         | .3345           |                         |             |
| Venezuela          | -1.2161         | .3377           |                         |             |
|                    | Canada          | America         | -1.0728                 | .5529       |
|                    |                 | Argentina       | -1.4287                 | .6802       |
|                    |                 | Australia       | -1.5449                 | 1.0333      |
|                    |                 | Brazil          | -1.1541                 | .6311       |
|                    |                 | GB              | -.8666                  | .8752       |
|                    |                 | China           | -1.5032                 | 1.0141      |
|                    |                 | Netherlands     | -1.0895                 | .8046       |
|                    |                 | Philippines     | -1.2745                 | .8588       |
|                    |                 | France          | -1.2178                 | .8001       |
|                    |                 | Germany         | -1.2652                 | .8010       |
|                    |                 | India           | -1.3551                 | .7315       |
|                    |                 | Indonesia       | -1.1766                 | 1.3805      |
|                    |                 | Japan           | -.8349                  | .9969       |
|                    |                 | Malaysia        | -1.3330                 | .8415       |
|                    |                 | Mexico          | -1.1076                 | 1.0980      |
|                    |                 | Poland          | -.8420                  | 1.2612      |
|                    |                 | Russia          | -1.3857                 | .8937       |
|                    |                 | Singapore       | -.9979                  | .9066       |
|                    |                 | Spain           | -1.5089                 | 1.0694      |
|                    |                 | Switzerland     | -1.2086                 | .8945       |
| Turkey             | -1.4386         | .6181           |                         |             |
| Venezuela          | -1.4836         | .6139           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | China           | America         | -1.0105                 | .9797       |
|                    |                 | Argentina       | -1.3303                 | 1.0708      |
|                    |                 | Australia       | -1.4224                 | 1.3998      |
|                    |                 | Brazil          | -1.0782                 | 1.0442      |
|                    |                 | GB              | -.7942                  | 1.2919      |
|                    |                 | Canada          | -1.0141                 | 1.5032      |
|                    |                 | Netherlands     | -1.0053                 | 1.2095      |
|                    |                 | Philippines     | -1.1746                 | 1.2479      |
|                    |                 | France          | -1.1250                 | 1.1965      |
|                    |                 | Germany         | -1.1694                 | 1.1943      |
|                    |                 | India           | -1.2580                 | 1.1235      |
|                    |                 | Indonesia       | -1.0549                 | 1.7479      |
|                    |                 | Japan           | -.7554                  | 1.4064      |
|                    |                 | Malaysia        | -1.2306                 | 1.2282      |
|                    |                 | Mexico          | -1.0035                 | 1.4830      |
|                    |                 | Poland          | -.7438                  | 1.6522      |
|                    |                 | Russia          | -1.2775                 | 1.2746      |
|                    |                 | Singapore       | -.9129                  | 1.3107      |
|                    |                 | Spain           | -1.3863                 | 1.4359      |
|                    |                 | Switzerland     | -1.1105                 | 1.2855      |
| Turkey             | -1.3434         | 1.0119          |                         |             |
| Venezuela          | -1.3859         | 1.0052          |                         |             |
|                    | Netherlands     | America         | -.6678                  | .4328       |
|                    |                 | Argentina       | -1.1002                 | .6365       |
|                    |                 | Australia       | -1.2553                 | 1.0285      |
|                    |                 | Brazil          | -.7816                  | .5434       |
|                    |                 | GB              | -.4862                  | .7797       |
|                    |                 | Canada          | -.8046                  | 1.0895      |
|                    |                 | China           | -1.2095                 | 1.0053      |
|                    |                 | Philippines     | -.9485                  | .8176       |
|                    |                 | France          | -.8788                  | .7460       |
|                    |                 | Germany         | -.9319                  | .7526       |
|                    |                 | India           | -1.0242                 | .6854       |
|                    |                 | Indonesia       | -.8855                  | 1.3743      |
|                    |                 | Japan           | -.4701                  | .9169       |
|                    |                 | Malaysia        | -1.0112                 | .8045       |
|                    |                 | Mexico          | -.7888                  | 1.0641      |
|                    |                 | Poland          | -.5128                  | 1.2169      |
|                    |                 | Russia          | -1.0736                 | .8665       |
|                    |                 | Singapore       | -.6441                  | .8377       |
|                    |                 | Spain           | -1.2192                 | 1.0646      |
|                    |                 | Switzerland     | -.8794                  | .8502       |
| Turkey             | -1.1042         | .5686           |                         |             |
| Venezuela          | -1.1539         | .5690           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Philippines     | America         | -.7894                  | .6853       |
|                    |                 | Argentina       | -1.1638                 | .8310       |
|                    |                 | Australia       | -1.2908                 | 1.1949      |
|                    |                 | Brazil          | -.8780                  | .7708       |
|                    |                 | GB              | -.5887                  | 1.0130      |
|                    |                 | Canada          | -.8588                  | 1.2745      |
|                    |                 | China           | -1.2479                 | 1.1746      |
|                    |                 | Netherlands     | -.8176                  | .9485       |
|                    |                 | France          | -.9501                  | .9482       |
|                    |                 | Germany         | -.9990                  | .9506       |
|                    |                 | India           | -1.0895                 | .8817       |
|                    |                 | Indonesia       | -.9220                  | 1.5417      |
|                    |                 | Japan           | -.5607                  | 1.1384      |
|                    |                 | Malaysia        | -1.0699                 | .9941       |
|                    |                 | Mexico          | -.8453                  | 1.2515      |
|                    |                 | Poland          | -.5768                  | 1.4118      |
|                    |                 | Russia          | -1.1252                 | 1.0490      |
|                    |                 | Singapore       | -.7264                  | 1.0509      |
|                    |                 | Spain           | -1.2548                 | 1.2310      |
|                    |                 | Switzerland     | -.9435                  | 1.0452      |
| Turkey             | -1.1721         | .7673           |                         |             |
| Venezuela          | -1.2184         | .7644           |                         |             |
|                    | France          | America         | -.7022                  | .6000       |
|                    |                 | Argentina       | -1.1009                 | .7700       |
|                    |                 | Australia       | -1.2407                 | 1.1467      |
|                    |                 | Brazil          | -.8009                  | .6956       |
|                    |                 | GB              | -.5091                  | .9354       |
|                    |                 | Canada          | -.8001                  | 1.2178      |
|                    |                 | China           | -1.1965                 | 1.1250      |
|                    |                 | Netherlands     | -.7460                  | .8788       |
|                    |                 | Philippines     | -.9482                  | .9501       |
|                    |                 | Germany         | -.9346                  | .8880       |
|                    |                 | India           | -1.0258                 | .8199       |
|                    |                 | Indonesia       | -.8715                  | 1.4930      |
|                    |                 | Japan           | -.4861                  | 1.0657      |
|                    |                 | Malaysia        | -1.0091                 | .9353       |
|                    |                 | Mexico          | -.7856                  | 1.1936      |
|                    |                 | Poland          | -.5137                  | 1.3506      |
|                    |                 | Russia          | -1.0677                 | .9934       |
|                    |                 | Singapore       | -.6553                  | .9817       |
|                    |                 | Spain           | -1.2046                 | 1.1828      |
|                    |                 | Switzerland     | -.8804                  | .9840       |
| Turkey             | -1.1073         | .7044           |                         |             |
| Venezuela          | -1.1550         | .7030           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Germany         | America         | -.7158                  | .6601       |
|                    |                 | Argentina       | -1.1036                 | .8192       |
|                    |                 | Australia       | -1.2379                 | 1.1905      |
|                    |                 | Brazil          | -.8100                  | .7511       |
|                    |                 | GB              | -.5192                  | .9920       |
|                    |                 | Canada          | -.8010                  | 1.2652      |
|                    |                 | China           | -1.1943                 | 1.1694      |
|                    |                 | Netherlands     | -.7526                  | .9319       |
|                    |                 | Philippines     | -.9506                  | .9990       |
|                    |                 | France          | -.8880                  | .9346       |
|                    |                 | India           | -1.0289                 | .8695       |
|                    |                 | Indonesia       | -.8689                  | 1.5370      |
|                    |                 | Japan           | -.4940                  | 1.1201      |
|                    |                 | Malaysia        | -1.0110                 | .9836       |
|                    |                 | Mexico          | -.7870                  | 1.2416      |
|                    |                 | Poland          | -.5166                  | 1.4000      |
|                    |                 | Russia          | -1.0681                 | 1.0403      |
|                    |                 | Singapore       | -.6616                  | 1.0346      |
|                    |                 | Spain           | -1.2019                 | 1.2265      |
|                    |                 | Switzerland     | -.8832                  | 1.0333      |
| Turkey             | -1.1109         | .7545           |                         |             |
| Venezuela          | -1.1580         | .7524           |                         |             |
|                    | India           | America         | -.6513                  | .7551       |
|                    |                 | Argentina       | -1.0349                 | .9099       |
|                    |                 | Australia       | -1.1669                 | 1.2789      |
|                    |                 | Brazil          | -.7437                  | .8443       |
|                    |                 | GB              | -.4534                  | 1.0857      |
|                    |                 | Canada          | -.7315                  | 1.3551      |
|                    |                 | China           | -1.1235                 | 1.2580      |
|                    |                 | Netherlands     | -.6854                  | 1.0242      |
|                    |                 | Philippines     | -.8817                  | 1.0895      |
|                    |                 | France          | -.8199                  | 1.0258      |
|                    |                 | Germany         | -.8695                  | 1.0289      |
|                    |                 | Indonesia       | -.7980                  | 1.6255      |
|                    |                 | Japan           | -.4273                  | 1.2129      |
|                    |                 | Malaysia        | -.9418                  | 1.0739      |
|                    |                 | Mexico          | -.7176                  | 1.3317      |
|                    |                 | Poland          | -.4479                  | 1.4907      |
|                    |                 | Russia          | -.9984                  | 1.1300      |
|                    |                 | Singapore       | -.5943                  | 1.1267      |
|                    |                 | Spain           | -1.1309                 | 1.3150      |
|                    |                 | Switzerland     | -.8145                  | 1.1241      |
| Turkey             | -1.0425         | .8455           |                         |             |
| Venezuela          | -1.0893         | .8432           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Indonesia       | America         | -1.3819                 | .6582       |
|                    |                 | Argentina       | -1.6976                 | .7451       |
|                    |                 | Australia       | -1.7866                 | 1.0711      |
|                    |                 | Brazil          | -1.4481                 | .7212       |
|                    |                 | GB              | -1.1645                 | .9693       |
|                    |                 | Canada          | -1.3805                 | 1.1766      |
|                    |                 | China           | -1.7479                 | 1.0549      |
|                    |                 | Netherlands     | -1.3743                 | .8855       |
|                    |                 | Philippines     | -1.5417                 | .9220       |
|                    |                 | France          | -1.4930                 | .8715       |
|                    |                 | Germany         | -1.5370                 | .8689       |
|                    |                 | India           | -1.6255                 | .7980       |
|                    |                 | Japan           | -1.1249                 | 1.0829      |
|                    |                 | Malaysia        | -1.5974                 | .9020       |
|                    |                 | Mexico          | -1.3701                 | 1.1566      |
|                    |                 | Poland          | -1.1112                 | 1.3265      |
|                    |                 | Russia          | -1.6436                 | .9477       |
|                    |                 | Singapore       | -1.2818                 | .9867       |
|                    |                 | Spain           | -1.7506                 | 1.1071      |
|                    |                 | Switzerland     | -1.4778                 | .9599       |
| Turkey             | -1.7111         | .6866           |                         |             |
| Venezuela          | -1.7532         | .6796           |                         |             |
|                    | Japan           | America         | -.8357                  | .1539       |
|                    |                 | Argentina       | -1.2895                 | .3790       |
|                    |                 | Australia       | -1.4529                 | .7794       |
|                    |                 | Brazil          | -.9596                  | .2746       |
|                    |                 | GB              | -.6619                  | .5086       |
|                    |                 | Canada          | -.9969                  | .8349       |
|                    |                 | China           | -1.4064                 | .7554       |
|                    |                 | Netherlands     | -.9169                  | .4701       |
|                    |                 | Philippines     | -1.1384                 | .5607       |
|                    |                 | France          | -1.0657                 | .4861       |
|                    |                 | Germany         | -1.1201                 | .4940       |
|                    |                 | India           | -1.2129                 | .4273       |
|                    |                 | Indonesia       | -1.0829                 | 1.1249      |
|                    |                 | Malaysia        | -1.2020                 | .5486       |
|                    |                 | Mexico          | -.9803                  | .8088       |
|                    |                 | Poland          | -.7019                  | .9592       |
|                    |                 | Russia          | -1.2666                 | .6127       |
|                    |                 | Singapore       | -.8272                  | .5740       |
|                    |                 | Spain           | -1.4169                 | .8154       |
|                    |                 | Switzerland     | -1.0686                 | .5926       |
| Turkey             | -1.2922         | .3097           |                         |             |
| Venezuela          | -1.3429         | .3112           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Malaysia        | America         | -.7810                  | .7526       |
|                    |                 | Argentina       | -1.1479                 | .8908       |
|                    |                 | Australia       | -1.2706                 | 1.2505      |
|                    |                 | Brazil          | -.8667                  | .8351       |
|                    |                 | GB              | -.5780                  | 1.0782      |
|                    |                 | Canada          | -.8415                  | 1.3330      |
|                    |                 | China           | -1.2282                 | 1.2306      |
|                    |                 | Netherlands     | -.8045                  | 1.0112      |
|                    |                 | Philippines     | -.9941                  | 1.0699      |
|                    |                 | France          | -.9353                  | 1.0091      |
|                    |                 | Germany         | -.9836                  | 1.0110      |
|                    |                 | India           | -1.0739                 | .9418       |
|                    |                 | Indonesia       | -.9020                  | 1.5974      |
|                    |                 | Japan           | -.5486                  | 1.2020      |
|                    |                 | Mexico          | -.8284                  | 1.3103      |
|                    |                 | Poland          | -.5610                  | 1.4718      |
|                    |                 | Russia          | -1.1076                 | 1.1071      |
|                    |                 | Singapore       | -.7131                  | 1.1134      |
|                    |                 | Spain           | -1.2346                 | 1.2866      |
|                    |                 | Switzerland     | -.9277                  | 1.1051      |
| Turkey             | -1.1568         | .8278           |                         |             |
| Venezuela          | -1.2026         | .8244           |                         |             |
|                    | Mexico          | America         | -1.0439                 | .5336       |
|                    |                 | Argentina       | -1.4055                 | .6665       |
|                    |                 | Australia       | -1.5251                 | 1.0230      |
|                    |                 | Brazil          | -1.1274                 | .6140       |
|                    |                 | GB              | -.8393                  | .8576       |
|                    |                 | Canada          | -1.0980                 | 1.1076      |
|                    |                 | China           | -1.4830                 | 1.0035      |
|                    |                 | Netherlands     | -1.0641                 | .7888       |
|                    |                 | Philippines     | -1.2515                 | .8453       |
|                    |                 | France          | -1.1936                 | .7856       |
|                    |                 | Germany         | -1.2416                 | .7870       |
|                    |                 | India           | -1.3317                 | .7176       |
|                    |                 | Indonesia       | -1.1566                 | 1.3701      |
|                    |                 | Japan           | -.8088                  | .9803       |
|                    |                 | Malaysia        | -1.3103                 | .8284       |
|                    |                 | Poland          | -.8186                  | 1.2475      |
|                    |                 | Russia          | -1.3638                 | .8814       |
|                    |                 | Singapore       | -.9726                  | .8909       |
|                    |                 | Spain           | -1.4890                 | 1.0591      |
|                    |                 | Switzerland     | -1.1853                 | .8808       |
| Turkey             | -1.4149         | .6039           |                         |             |
| Venezuela          | -1.4603         | .6001           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Poland          | America         | -1.1849                 | .2458       |
|                    |                 | Argentina       | -1.5652                 | .3973       |
|                    |                 | Australia       | -1.6954                 | .7645       |
|                    |                 | Brazil          | -1.2760                 | .3337       |
|                    |                 | GB              | -.9860                  | .5754       |
|                    |                 | Canada          | -1.2612                 | .8420       |
|                    |                 | China           | -1.6522                 | .7438       |
|                    |                 | Netherlands     | -1.2169                 | .5128       |
|                    |                 | Philippines     | -1.4118                 | .5768       |
|                    |                 | France          | -1.3506                 | .5137       |
|                    |                 | Germany         | -1.4000                 | .5166       |
|                    |                 | India           | -1.4907                 | .4479       |
|                    |                 | Indonesia       | -1.3265                 | 1.1112      |
|                    |                 | Japan           | -.9592                  | .7019       |
|                    |                 | Malaysia        | -1.4718                 | .5610       |
|                    |                 | Mexico          | -1.2475                 | .8186       |
|                    |                 | Russia          | -1.5279                 | .6167       |
|                    |                 | Singapore       | -1.1258                 | .6152       |
|                    |                 | Spain           | -1.6594                 | .8006       |
|                    |                 | Switzerland     | -1.3448                 | .6115       |
| Turkey             | -1.5730         | .3332           |                         |             |
| Venezuela          | -1.6196         | .3307           |                         |             |
|                    | Russia          | America         | -.8534                  | .8256       |
|                    |                 | Argentina       | -1.2034                 | .9468       |
|                    |                 | Australia       | -1.3159                 | 1.2963      |
|                    |                 | Brazil          | -.9325                  | .9015       |
|                    |                 | GB              | -.6455                  | 1.1462      |
|                    |                 | Canada          | -.8937                  | 1.3857      |
|                    |                 | China           | -1.2746                 | 1.2775      |
|                    |                 | Netherlands     | -.8665                  | 1.0736      |
|                    |                 | Philippines     | -1.0490                 | 1.1252      |
|                    |                 | France          | -.9934                  | 1.0677      |
|                    |                 | Germany         | -1.0403                 | 1.0681      |
|                    |                 | India           | -1.1300                 | .9984       |
|                    |                 | Indonesia       | -.9477                  | 1.6436      |
|                    |                 | Japan           | -.6127                  | 1.2666      |
|                    |                 | Malaysia        | -1.1071                 | 1.1076      |
|                    |                 | Mexico          | -.8814                  | 1.3638      |
|                    |                 | Poland          | -.6167                  | 1.5279      |
|                    |                 | Singapore       | -.7747                  | 1.1755      |
|                    |                 | Spain           | -1.2798                 | 1.3323      |
|                    |                 | Switzerland     | -.9834                  | 1.1613      |
| Turkey             | -1.2138         | .8852           |                         |             |
| Venezuela          | -1.2584         | .8807           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 07 Encourager      | Singapore       | America         | -.7735                  | .3449       |        |
|                    |                 | Argentina       | -1.2026                 | .5453       |        |
|                    |                 | Australia       | -1.3564                 | .9360       |        |
|                    |                 | Brazil          | -.8857                  | .4540       |        |
|                    |                 | GB              | -.5907                  | .6906       |        |
|                    |                 | Canada          | -.9066                  | .9979       |        |
|                    |                 | China           | -1.3107                 | .9129       |        |
|                    |                 | Netherlands     | -.8377                  | .6441       |        |
|                    |                 | Philippines     | -1.0509                 | .7264       |        |
|                    |                 | France          | -.9817                  | .6553       |        |
|                    |                 | Germany         | -1.0346                 | .6616       |        |
|                    |                 | India           | -1.1267                 | .5943       |        |
|                    |                 | Indonesia       | -.9867                  | 1.2818      |        |
|                    |                 | Japan           | -.5740                  | .8272       |        |
|                    |                 | Malaysia        | -1.1134                 | .7131       |        |
|                    |                 | Mexico          | -.8909                  | .9726       |        |
|                    |                 | Poland          | -.6152                  | 1.1258      |        |
|                    |                 | Russia          | -1.1755                 | .7747       |        |
|                    |                 | Spain           | -1.3203                 | .9721       |        |
|                    |                 | Switzerland     | -.9819                  | .7591       |        |
|                    | Turkey          | -1.2069         | .4776                   |             |        |
|                    | Venezuela       | -1.2563         | .4779                   |             |        |
|                    |                 | Spain           | America                 | -1.0735     | .9931  |
|                    |                 |                 | Argentina               | -1.3869     | 1.0779 |
|                    |                 |                 | Australia               | -1.4744     | 1.4023 |
|                    |                 |                 | Brazil                  | -1.1389     | 1.0554 |
|                    |                 |                 | GB                      | -.8555      | 1.3037 |
|                    |                 |                 | Canada                  | -1.0694     | 1.5089 |
|                    |                 |                 | China                   | -1.4359     | 1.3863 |
|                    |                 |                 | Netherlands             | -1.0646     | 1.2192 |
|                    |                 |                 | Philippines             | -1.2310     | 1.2548 |
|                    | France          |                 | -1.1828                 | 1.2046      |        |
|                    | Germany         |                 | -1.2265                 | 1.2019      |        |
|                    | India           | -1.3150         | 1.1309                  |             |        |
|                    | Indonesia       | -1.1071         | 1.7506                  |             |        |
|                    | Japan           | -.8154          | 1.4169                  |             |        |
|                    | Malaysia        | -1.2866         | 1.2346                  |             |        |
|                    | Mexico          | -1.0591         | 1.4890                  |             |        |
|                    | Poland          | -.8006          | 1.6594                  |             |        |
|                    | Russia          | -1.3323         | 1.2798                  |             |        |
|                    | Singapore       | -.9721          | 1.3203                  |             |        |
|                    | Switzerland     | -1.1672         | 1.2927                  |             |        |
|                    | Turkey          | -1.4006         | 1.0196                  |             |        |
|                    | Venezuela       | -1.4427         | 1.0125                  |             |        |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Switzerland     | America         | -.8183                  | .6125       |
|                    |                 | Argentina       | -1.1985                 | .7640       |
|                    |                 | Australia       | -1.3287                 | 1.1312      |
|                    |                 | Brazil          | -.9093                  | .7004       |
|                    |                 | GB              | -.6193                  | .9420       |
|                    |                 | Canada          | -.8945                  | 1.2086      |
|                    |                 | China           | -1.2855                 | 1.1105      |
|                    |                 | Netherlands     | -.8502                  | .8794       |
|                    |                 | Philippines     | -1.0452                 | .9435       |
|                    |                 | France          | -.9840                  | .8804       |
|                    |                 | Germany         | -1.0333                 | .8832       |
|                    |                 | India           | -1.1241                 | .8145       |
|                    |                 | Indonesia       | -.9599                  | 1.4778      |
|                    |                 | Japan           | -.5926                  | 1.0686      |
|                    |                 | Malaysia        | -1.1051                 | .9277       |
|                    |                 | Mexico          | -.8808                  | 1.1853      |
|                    |                 | Poland          | -.6115                  | 1.3448      |
|                    |                 | Russia          | -1.1613                 | .9834       |
|                    |                 | Singapore       | -.7591                  | .9819       |
|                    |                 | Spain           | -1.2927                 | 1.1672      |
| Turkey             | -1.2064         | .6999           |                         |             |
| Venezuela          | -1.2530         | .6973           |                         |             |
|                    | Turkey          | America         | -.5304                  | .8311       |
|                    |                 | Argentina       | -.9203                  | .9923       |
|                    |                 | Australia       | -1.0557                 | 1.3646      |
|                    |                 | Brazil          | -.6254                  | .9230       |
|                    |                 | GB              | -.3345                  | 1.1637      |
|                    |                 | Canada          | -.6181                  | 1.4386      |
|                    |                 | China           | -1.0119                 | 1.3434      |
|                    |                 | Netherlands     | -.5686                  | 1.1042      |
|                    |                 | Philippines     | -.7673                  | 1.1721      |
|                    |                 | France          | -.7044                  | 1.1073      |
|                    |                 | Germany         | -.7545                  | 1.1109      |
|                    |                 | India           | -.8455                  | 1.0425      |
|                    |                 | Indonesia       | -.6866                  | 1.7111      |
|                    |                 | Japan           | -.3097                  | 1.2922      |
|                    |                 | Malaysia        | -.8278                  | 1.1568      |
|                    |                 | Mexico          | -.6039                  | 1.4149      |
|                    |                 | Poland          | -.3332                  | 1.5730      |
|                    |                 | Russia          | -.8852                  | 1.2138      |
|                    |                 | Singapore       | -.4776                  | 1.2069      |
|                    |                 | Spain           | -1.0196                 | 1.4006      |
| Switzerland        | -.6999          | 1.2064          |                         |             |
| Venezuela          | -.9746          | .9254           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 07 Encourager      | Venezuela       | America         | -.5363                  | .8862       |
|                    |                 | Argentina       | -.9177                  | 1.0388      |
|                    |                 | Australia       | -1.0485                 | 1.4066      |
|                    |                 | Brazil          | -.6278                  | .9745       |
|                    |                 | GB              | -.3377                  | 1.2161      |
|                    |                 | Canada          | -.6139                  | 1.4836      |
|                    |                 | China           | -1.0052                 | 1.3859      |
|                    |                 | Netherlands     | -.5690                  | 1.1539      |
|                    |                 | Philippines     | -.7644                  | 1.2184      |
|                    |                 | France          | -.7030                  | 1.1550      |
|                    |                 | Germany         | -.7524                  | 1.1580      |
|                    |                 | India           | -.8432                  | 1.0893      |
|                    |                 | Indonesia       | -.6796                  | 1.7532      |
|                    |                 | Japan           | -.3112                  | 1.3429      |
|                    |                 | Malaysia        | -.8244                  | 1.2026      |
|                    |                 | Mexico          | -.6001                  | 1.4603      |
|                    |                 | Poland          | -.3307                  | 1.6196      |
| Russia             | -.8807          | 1.2584          |                         |             |
| Singapore          | -.4779          | 1.2563          |                         |             |
| Spain              | -1.0125         | 1.4427          |                         |             |
| Switzerland        | -.6973          | 1.2530          |                         |             |
| Turkey             | -.9254          | .9746           |                         |             |
| 08 Loner           | America         | Argentina       | -.4876                  | .8868       |
|                    |                 | Australia       | -1.3606                 | .6130       |
|                    |                 | Brazil          | -.3841                  | .4758       |
|                    |                 | GB              | -.6395                  | .1350       |
|                    |                 | Canada          | -.9420                  | .6106       |
|                    |                 | China           | -1.0396                 | .8609       |
|                    |                 | Netherlands     | -.5268                  | .5244       |
|                    |                 | Philippines     | -.5429                  | .8653       |
|                    |                 | France          | -.8354                  | .4081       |
|                    |                 | Germany         | -.8127                  | .5012       |
|                    |                 | India           | -.8790                  | .4640       |
|                    |                 | Indonesia       | -1.4674                 | .4809       |
|                    |                 | Japan           | -.6041                  | .3408       |
|                    |                 | Malaysia        | -.6273                  | .8373       |
|                    |                 | Mexico          | -1.0676                 | .4389       |
|                    |                 | Poland          | -.6850                  | .6813       |
|                    |                 | Russia          | -.2307                  | 1.3728      |
| Singapore          | -.5554          | .5126           |                         |             |
| Spain              | -.9822          | .9914           |                         |             |
| Switzerland        | -.6808          | .6855           |                         |             |
| Turkey             | -.3472          | .9530           |                         |             |
| Venezuela          | -.4125          | .9459           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | Argentina       | America         | - .8868                 | .4876       |
|                    |                 | Australia       | -1.7503                 | .6036       |
|                    |                 | Brazil          | -.9259                  | .6184       |
|                    |                 | GB              | -1.2011                 | .2974       |
|                    |                 | Canada          | -1.3723                 | .6417       |
|                    |                 | China           | -1.4354                 | .8576       |
|                    |                 | Netherlands     | -1.0300                 | .6285       |
|                    |                 | Philippines     | -.9909                  | .9141       |
|                    |                 | France          | -1.3066                 | .4801       |
|                    |                 | Germany         | -1.2735                 | .5629       |
|                    |                 | India           | -1.3357                 | .5215       |
|                    |                 | Indonesia       | -1.8592                 | .4735       |
|                    |                 | Japan           | -1.1279                 | .4654       |
|                    |                 | Malaysia        | -1.0681                 | .8789       |
|                    |                 | Mexico          | -1.5033                 | .4754       |
|                    |                 | Poland          | -1.1385                 | .7357       |
|                    |                 | Russia          | -.6553                  | 1.3982      |
|                    |                 | Singapore       | -1.0556                 | .6137       |
|                    |                 | Spain           | -1.3720                 | .9819       |
|                    |                 | Switzerland     | -1.1344                 | .7398       |
| Turkey             | -.8099          | 1.0166          |                         |             |
| Venezuela          | -.8671          | 1.0014          |                         |             |
|                    | Australia       | America         | -.6130                  | 1.3606      |
|                    |                 | Argentina       | -.6036                  | 1.7503      |
|                    |                 | Brazil          | -.6281                  | 1.4674      |
|                    |                 | GB              | -.9094                  | 1.1525      |
|                    |                 | Canada          | -1.0230                 | 1.4392      |
|                    |                 | China           | -1.0631                 | 1.6321      |
|                    |                 | Netherlands     | -.7179                  | 1.4631      |
|                    |                 | Philippines     | -.6519                  | 1.7219      |
|                    |                 | France          | -.9798                  | 1.3001      |
|                    |                 | Germany         | -.9415                  | 1.3776      |
|                    |                 | India           | -1.0016                 | 1.3342      |
|                    |                 | Indonesia       | -1.4840                 | 1.2450      |
|                    |                 | Japan           | -.8238                  | 1.3081      |
|                    |                 | Malaysia        | -.7251                  | 1.6826      |
|                    |                 | Mexico          | -1.1573                 | 1.2762      |
|                    |                 | Poland          | -.8026                  | 1.5466      |
|                    |                 | Russia          | -.3025                  | 2.1921      |
|                    |                 | Singapore       | -.7422                  | 1.4470      |
|                    |                 | Spain           | -.9952                  | 1.7520      |
|                    |                 | Switzerland     | -.7985                  | 1.5507      |
| Turkey             | -.4790          | 1.8324          |                         |             |
| Venezuela          | -.5318          | 1.8128          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | Brazil          | America         | -.4758                  | .3841       |
|                    |                 | Argentina       | -.6184                  | .9259       |
|                    |                 | Australia       | -1.4674                 | .6281       |
|                    |                 | GB              | -.8215                  | .2254       |
|                    |                 | Canada          | -1.0640                 | .6409       |
|                    |                 | China           | -1.1486                 | .8783       |
|                    |                 | Netherlands     | -.6797                  | .5856       |
|                    |                 | Philippines     | -.6719                  | .9027       |
|                    |                 | France          | -.9741                  | .4551       |
|                    |                 | Germany         | -.9470                  | .5439       |
|                    |                 | India           | -1.0116                 | .5049       |
|                    |                 | Indonesia       | -1.5750                 | .4967       |
|                    |                 | Japan           | -.7668                  | .4118       |
|                    |                 | Malaysia        | -.7535                  | .8717       |
|                    |                 | Mexico          | -1.1917                 | .4714       |
|                    |                 | Poland          | -.8163                  | .7209       |
|                    |                 | Russia          | -.3505                  | 1.4009      |
|                    |                 | Singapore       | -.7069                  | .5725       |
|                    |                 | Spain           | -1.0890                 | 1.0065      |
|                    |                 | Switzerland     | -.8121                  | .7251       |
| Turkey             | -.4823          | .9964           |                         |             |
| Venezuela          | -.5442          | .9860           |                         |             |
|                    | GB              | America         | -.1350                  | .6395       |
|                    |                 | Argentina       | -.2974                  | 1.2011      |
|                    |                 | Australia       | -1.1525                 | .9094       |
|                    |                 | Brazil          | -.2254                  | .8215       |
|                    |                 | Canada          | -.7452                  | .9183       |
|                    |                 | China           | -.8332                  | 1.1590      |
|                    |                 | Netherlands     | -.3534                  | .8555       |
|                    |                 | Philippines     | -.3514                  | 1.1783      |
|                    |                 | France          | -.6511                  | .7283       |
|                    |                 | Germany         | -.6251                  | .8181       |
|                    |                 | India           | -.6902                  | .7796       |
|                    |                 | Indonesia       | -1.2599                 | .7778       |
|                    |                 | Japan           | -.4383                  | .6795       |
|                    |                 | Malaysia        | -.4336                  | 1.1481      |
|                    |                 | Mexico          | -.8724                  | .7482       |
|                    |                 | Poland          | -.4952                  | .9960       |
|                    |                 | Russia          | -.0322                  | 1.6788      |
|                    |                 | Singapore       | -.3810                  | .8427       |
|                    |                 | Spain           | -.7742                  | 1.2878      |
|                    |                 | Switzerland     | -.4910                  | 1.0001      |
| Turkey             | -.1602          | 1.2705          |                         |             |
| Venezuela          | -.2230          | 1.2609          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | Canada          | America         | -.6106                  | .9420       |
|                    |                 | Argentina       | -.6417                  | 1.3723      |
|                    |                 | Australia       | -1.4392                 | 1.0230      |
|                    |                 | Brazil          | -.6409                  | 1.0640      |
|                    |                 | GB              | -.9183                  | .7452       |
|                    |                 | China           | -1.1256                 | 1.2784      |
|                    |                 | Netherlands     | -.7399                  | 1.0690      |
|                    |                 | Philippines     | -.6917                  | 1.3456      |
|                    |                 | France          | -1.0115                 | .9156       |
|                    |                 | Germany         | -.9766                  | .9966       |
|                    |                 | India           | -1.0382                 | .9546       |
|                    |                 | Indonesia       | -1.5486                 | .8934       |
|                    |                 | Japan           | -.8406                  | .9087       |
|                    |                 | Malaysia        | -.7676                  | 1.3090      |
|                    |                 | Mexico          | -1.2018                 | .9046       |
|                    |                 | Poland          | -.8404                  | 1.1681      |
|                    |                 | Russia          | -.3516                  | 1.8251      |
|                    |                 | Singapore       | -.7651                  | 1.0537      |
|                    |                 | Spain           | -1.0608                 | 1.4014      |
|                    |                 | Switzerland     | -.8362                  | 1.1723      |
| Turkey             | -.5134          | 1.4506          |                         |             |
| Venezuela          | -.5691          | 1.4340          |                         |             |
|                    | China           | America         | -.8609                  | 1.0396      |
|                    |                 | Argentina       | -.8576                  | 1.4354      |
|                    |                 | Australia       | -1.6321                 | 1.0631      |
|                    |                 | Brazil          | -.8783                  | 1.1486      |
|                    |                 | GB              | -1.1590                 | .8332       |
|                    |                 | Canada          | -1.2784                 | 1.1256      |
|                    |                 | Netherlands     | -.9694                  | 1.1457      |
|                    |                 | Philippines     | -.9062                  | 1.4073      |
|                    |                 | France          | -1.2328                 | .9842       |
|                    |                 | Germany         | -1.1950                 | 1.0623      |
|                    |                 | India           | -1.2553                 | 1.0190      |
|                    |                 | Indonesia       | -1.7423                 | .9344       |
|                    |                 | Japan           | -1.0745                 | .9899       |
|                    |                 | Malaysia        | -.9798                  | 1.3684      |
|                    |                 | Mexico          | -1.4123                 | .9623       |
|                    |                 | Poland          | -1.0566                 | 1.2316      |
|                    |                 | Russia          | -.5582                  | 1.8790      |
|                    |                 | Singapore       | -.9939                  | 1.1297      |
|                    |                 | Spain           | -1.2537                 | 1.4415      |
|                    |                 | Switzerland     | -1.0524                 | 1.2358      |
| Turkey             | -.7324          | 1.5169          |                         |             |
| Venezuela          | -.7857          | 1.4978          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | Netherlands     | America         | -.5244                  | .5268       |
|                    |                 | Argentina       | -.6285                  | 1.0300      |
|                    |                 | Australia       | -1.4631                 | .7179       |
|                    |                 | Brazil          | -.5856                  | .6797       |
|                    |                 | GB              | -.8555                  | .3534       |
|                    |                 | Canada          | -1.0690                 | .7399       |
|                    |                 | China           | -1.1457                 | .9694       |
|                    |                 | Philippines     | -.6809                  | 1.0057      |
|                    |                 | France          | -.9883                  | .5634       |
|                    |                 | Germany         | -.9589                  | .6498       |
|                    |                 | India           | -1.0226                 | .6100       |
|                    |                 | Indonesia       | -1.5712                 | .5870       |
|                    |                 | Japan           | -.7928                  | .5319       |
|                    |                 | Malaysia        | -.7608                  | .9732       |
|                    |                 | Mexico          | -1.1979                 | .5716       |
|                    |                 | Poland          | -.8266                  | .8253       |
|                    |                 | Russia          | -.3541                  | 1.4986      |
|                    |                 | Singapore       | -.7277                  | .6873       |
|                    |                 | Spain           | -1.0847                 | 1.0963      |
|                    |                 | Switzerland     | -.8224                  | .8294       |
| Turkey             | -.4947          | 1.1028          |                         |             |
| Venezuela          | -.5547          | 1.0906          |                         |             |
|                    | Philippines     | America         | -.8653                  | .5429       |
|                    |                 | Argentina       | -.9141                  | .9909       |
|                    |                 | Australia       | -1.7219                 | .6519       |
|                    |                 | Brazil          | -.9027                  | .6719       |
|                    |                 | GB              | -1.1783                 | .3514       |
|                    |                 | Canada          | -1.3456                 | .6917       |
|                    |                 | China           | -1.4073                 | .9062       |
|                    |                 | Netherlands     | -1.0057                 | .6809       |
|                    |                 | France          | -1.2813                 | .5315       |
|                    |                 | Germany         | -1.2479                 | .6140       |
|                    |                 | India           | -1.3100                 | .5725       |
|                    |                 | Indonesia       | -1.8309                 | .5219       |
|                    |                 | Japan           | -1.1042                 | .5185       |
|                    |                 | Malaysia        | -1.0418                 | .9293       |
|                    |                 | Mexico          | -1.4768                 | .5256       |
|                    |                 | Poland          | -1.1126                 | .7865       |
|                    |                 | Russia          | -.6283                  | 1.4480      |
|                    |                 | Singapore       | -1.0312                 | .6660       |
|                    |                 | Spain           | -1.3436                 | 1.0303      |
|                    |                 | Switzerland     | -1.1085                 | .7907       |
| Turkey             | -.7844          | 1.0677          |                         |             |
| Venezuela          | -.8412          | 1.0523          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | France          | America         | -.4081                  | .8354       |
|                    |                 | Argentina       | -.4801                  | 1.3066      |
|                    |                 | Australia       | -1.3001                 | .9798       |
|                    |                 | Brazil          | -.4551                  | .9741       |
|                    |                 | GB              | -.7283                  | .6511       |
|                    |                 | Canada          | -.9156                  | 1.0115      |
|                    |                 | China           | -.9842                  | 1.2328      |
|                    |                 | Netherlands     | -.5634                  | .9883       |
|                    |                 | Philippines     | -.5315                  | 1.2813      |
|                    |                 | Germany         | -.8123                  | .9282       |
|                    |                 | India           | -.8752                  | .8875       |
|                    |                 | Indonesia       | -1.4087                 | .8494       |
|                    |                 | Japan           | -.6590                  | .8230       |
|                    |                 | Malaysia        | -.6098                  | 1.2471      |
|                    |                 | Mexico          | -1.0458                 | .8444       |
|                    |                 | Poland          | -.6784                  | 1.1020      |
|                    |                 | Russia          | -.1994                  | 1.7688      |
|                    |                 | Singapore       | -.5894                  | .9739       |
|                    |                 | Spain           | -.9217                  | 1.3582      |
|                    |                 | Switzerland     | -.6742                  | 1.1062      |
| Turkey             | -.3485          | 1.3816          |                         |             |
| Venezuela          | -.4068          | 1.3676          |                         |             |
|                    | Germany         | America         | -.5012                  | .8127       |
|                    |                 | Argentina       | -.5629                  | 1.2735      |
|                    |                 | Australia       | -1.3776                 | .9415       |
|                    |                 | Brazil          | -.5439                  | .9470       |
|                    |                 | GB              | -.8181                  | .6251       |
|                    |                 | Canada          | -.9966                  | .9766       |
|                    |                 | China           | -1.0623                 | 1.1950      |
|                    |                 | Netherlands     | -.6498                  | .9589       |
|                    |                 | Philippines     | -.6140                  | 1.2479      |
|                    |                 | France          | -.9282                  | .8123       |
|                    |                 | India           | -.9583                  | .8547       |
|                    |                 | Indonesia       | -1.4864                 | .8112       |
|                    |                 | Japan           | -.7467                  | .7948       |
|                    |                 | Malaysia        | -.6917                  | 1.2131      |
|                    |                 | Mexico          | -1.1272                 | .8100       |
|                    |                 | Poland          | -.7613                  | 1.0690      |
|                    |                 | Russia          | -.2800                  | 1.7335      |
|                    |                 | Singapore       | -.6756                  | .9443       |
|                    |                 | Spain           | -.9993                  | 1.3199      |
|                    |                 | Switzerland     | -.7571                  | 1.0732      |
| Turkey             | -.4321          | 1.3493          |                         |             |
| Venezuela          | -.4898          | 1.3347          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | India           | America         | -.4640                  | .8790       |
|                    |                 | Argentina       | -.5215                  | 1.3357      |
|                    |                 | Australia       | -1.3342                 | 1.0016      |
|                    |                 | Brazil          | -.5049                  | 1.0116      |
|                    |                 | GB              | -.7796                  | .6902       |
|                    |                 | Canada          | -.9546                  | 1.0382      |
|                    |                 | China           | -1.0190                 | 1.2553      |
|                    |                 | Netherlands     | -.6100                  | 1.0226      |
|                    |                 | Philippines     | -.5725                  | 1.3100      |
|                    |                 | France          | -.8875                  | .8752       |
|                    |                 | Germany         | -.8547                  | .9583       |
|                    |                 | Indonesia       | -1.4430                 | .8714       |
|                    |                 | Japan           | -.7073                  | .8591       |
|                    |                 | Malaysia        | -.6500                  | 1.2750      |
|                    |                 | Mexico          | -1.0854                 | .8717       |
|                    |                 | Poland          | -.7200                  | 1.1313      |
|                    |                 | Russia          | -.2378                  | 1.7949      |
|                    |                 | Singapore       | -.6357                  | 1.0079      |
|                    |                 | Spain           | -.9558                  | 1.3800      |
|                    |                 | Switzerland     | -.7158                  | 1.1355      |
| Turkey             | -.3911          | 1.4119          |                         |             |
| Venezuela          | -.4485          | 1.3970          |                         |             |
|                    | Indonesia       | America         | -.4809                  | 1.4674      |
|                    |                 | Argentina       | -.4735                  | 1.8592      |
|                    |                 | Australia       | -1.2450                 | 1.4840      |
|                    |                 | Brazil          | -.4967                  | 1.5750      |
|                    |                 | GB              | -.7778                  | 1.2599      |
|                    |                 | Canada          | -.8934                  | 1.5486      |
|                    |                 | China           | -.9344                  | 1.7423      |
|                    |                 | Netherlands     | -.5870                  | 1.5712      |
|                    |                 | Philippines     | -.5219                  | 1.8309      |
|                    |                 | France          | -.8494                  | 1.4087      |
|                    |                 | Germany         | -.8112                  | 1.4864      |
|                    |                 | India           | -.8714                  | 1.4430      |
|                    |                 | Japan           | -.6926                  | 1.4159      |
|                    |                 | Malaysia        | -.5952                  | 1.7918      |
|                    |                 | Mexico          | -1.0275                 | 1.3854      |
|                    |                 | Poland          | -.6725                  | 1.6554      |
|                    |                 | Russia          | -.1730                  | 2.3016      |
|                    |                 | Singapore       | -.6113                  | 1.5551      |
|                    |                 | Spain           | -.8667                  | 1.8624      |
|                    |                 | Switzerland     | -.6684                  | 1.6596      |
| Turkey             | -.3487          | 1.9411          |                         |             |
| Venezuela          | -.4017          | 1.9217          |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loners          | Japan           | America         | -.3408                  | .6041       |
|                    |                 | Argentina       | -.4654                  | 1.1279      |
|                    |                 | Australia       | -1.3081                 | .8238       |
|                    |                 | Brazil          | -.4118                  | .7668       |
|                    |                 | GB              | -.6795                  | .4383       |
|                    |                 | Canada          | -.9087                  | .8406       |
|                    |                 | China           | -.9899                  | 1.0745      |
|                    |                 | Netherlands     | -.5319                  | .7928       |
|                    |                 | Philippines     | -.5185                  | 1.1042      |
|                    |                 | France          | -.8230                  | .6590       |
|                    |                 | Germany         | -.7948                  | .7467       |
|                    |                 | India           | -.8591                  | .7073       |
|                    |                 | Indonesia       | -1.4159                 | .6926       |
|                    |                 | Malaysia        | -.5993                  | 1.0725      |
|                    |                 | Mexico          | -1.0370                 | .6716       |
|                    |                 | Poland          | -.6634                  | .9230       |
|                    |                 | Russia          | -.1946                  | 1.6000      |
|                    |                 | Singapore       | -.5588                  | .7793       |
|                    |                 | Spain           | -.9297                  | 1.2022      |
|                    |                 | Switzerland     | -.6592                  | .9272       |
| Turkey             | -.3303          | 1.1994          |                         |             |
| Venezuela          | -.3914          | 1.1882          |                         |             |
|                    | Malaysia        | America         | -.8373                  | .6273       |
|                    |                 | Argentina       | -.8789                  | 1.0681      |
|                    |                 | Australia       | -1.6826                 | .7251       |
|                    |                 | Brazil          | -.8717                  | .7535       |
|                    |                 | GB              | -1.1481                 | .4336       |
|                    |                 | Canada          | -1.3090                 | .7676       |
|                    |                 | China           | -1.3684                 | .9798       |
|                    |                 | Netherlands     | -.9732                  | .7608       |
|                    |                 | Philippines     | -.9293                  | 1.0418      |
|                    |                 | France          | -1.2471                 | .6098       |
|                    |                 | Germany         | -1.2131                 | .6917       |
|                    |                 | India           | -1.2750                 | .6500       |
|                    |                 | Indonesia       | -1.7918                 | .5952       |
|                    |                 | Japan           | -1.0725                 | .5993       |
|                    |                 | Mexico          | -1.4405                 | .6019       |
|                    |                 | Poland          | -1.0775                 | .8638       |
|                    |                 | Russia          | -.5914                  | 1.5235      |
|                    |                 | Singapore       | -.9985                  | .7458       |
|                    |                 | Spain           | -1.3043                 | 1.1034      |
|                    |                 | Switzerland     | -1.0733                 | .8680       |
| Turkey             | -.7498          | 1.1456          |                         |             |
| Venezuela          | -.8061          | 1.1296          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | Mexico          | America         | - .4389                 | 1.0676      |
|                    |                 | Argentina       | - .4754                 | 1.5033      |
|                    |                 | Australia       | -1.2762                 | 1.1573      |
|                    |                 | Brazil          | - .4714                 | 1.1917      |
|                    |                 | GB              | - .7482                 | .8724       |
|                    |                 | Canada          | - .9046                 | 1.2018      |
|                    |                 | China           | - .9623                 | 1.4123      |
|                    |                 | Netherlands     | - .5716                 | 1.1979      |
|                    |                 | Philippines     | - .5256                 | 1.4768      |
|                    |                 | France          | - .8444                 | 1.0458      |
|                    |                 | Germany         | - .8100                 | 1.1272      |
|                    |                 | India           | - .8717                 | 1.0854      |
|                    |                 | Indonesia       | -1.3854                 | 1.0275      |
|                    |                 | Japan           | - .6716                 | 1.0370      |
|                    |                 | Malaysia        | - .6019                 | 1.4405      |
|                    |                 | Poland          | - .6741                 | 1.2991      |
|                    |                 | Russia          | - .1867                 | 1.9575      |
|                    |                 | Singapore       | - .5969                 | 1.1828      |
|                    |                 | Spain           | - .8978                 | 1.5356      |
|                    |                 | Switzerland     | - .6699                 | 1.3032      |
| Turkey             | - .3467         | 1.5812          |                         |             |
| Venezuela          | - .4028         | 1.5649          |                         |             |
|                    | Poland          | America         | - .6813                 | .6850       |
|                    |                 | Argentina       | - .7357                 | 1.1385      |
|                    |                 | Australia       | -1.5466                 | .8026       |
|                    |                 | Brazil          | - .7209                 | .8163       |
|                    |                 | GB              | - .9960                 | .4952       |
|                    |                 | Canada          | -1.1681                 | .8404       |
|                    |                 | China           | -1.2316                 | 1.0566      |
|                    |                 | Netherlands     | - .8253                 | .8266       |
|                    |                 | Philippines     | - .7865                 | 1.1126      |
|                    |                 | France          | -1.1020                 | .6784       |
|                    |                 | Germany         | -1.0690                 | .7613       |
|                    |                 | India           | -1.1313                 | .7200       |
|                    |                 | Indonesia       | -1.6554                 | .6725       |
|                    |                 | Japan           | - .9230                 | .6634       |
|                    |                 | Malaysia        | - .8638                 | 1.0775      |
|                    |                 | Mexico          | -1.2991                 | .6741       |
|                    |                 | Russia          | - .4512                 | 1.5969      |
|                    |                 | Singapore       | - .8509                 | .8118       |
|                    |                 | Spain           | -1.1682                 | 1.1810      |
|                    |                 | Switzerland     | - .9300                 | .9383       |
| Turkey             | - .6055         | 1.2150          |                         |             |
| Venezuela          | - .6627         | 1.1998          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loners          | Russia          | America         | -1.3728                 | .2307       |
|                    |                 | Argentina       | -1.3982                 | .6553       |
|                    |                 | Australia       | -2.1921                 | .3025       |
|                    |                 | Brazil          | -1.4009                 | .3505       |
|                    |                 | GB              | -1.6788                 | .0322       |
|                    |                 | Canada          | -1.8251                 | .3516       |
|                    |                 | China           | -1.8790                 | .5582       |
|                    |                 | Netherlands     | -1.4986                 | .3541       |
|                    |                 | Philippines     | -1.4480                 | .6283       |
|                    |                 | France          | -1.7688                 | .1994       |
|                    |                 | Germany         | -1.7335                 | .2800       |
|                    |                 | India           | -1.7949                 | .2378       |
|                    |                 | Indonesia       | -2.3016                 | .1730       |
|                    |                 | Japan           | -1.6000                 | .1946       |
|                    |                 | Malaysia        | -1.5235                 | .5914       |
|                    |                 | Mexico          | -1.9575                 | .1867       |
|                    |                 | Poland          | -1.5969                 | .4512       |
|                    |                 | Singapore       | -1.5236                 | .3388       |
|                    |                 | Spain           | -1.8138                 | .6808       |
|                    |                 | Switzerland     | -1.5928                 | .4553       |
| Turkey             | -1.2704         | .7341           |                         |             |
| Venezuela          | -1.3257         | .7171           |                         |             |
|                    | Singapore       | America         | -.5126                  | .5554       |
|                    |                 | Argentina       | -.6137                  | 1.0556      |
|                    |                 | Australia       | -1.4470                 | .7422       |
|                    |                 | Brazil          | -.5725                  | .7069       |
|                    |                 | GB              | -.8427                  | .3810       |
|                    |                 | Canada          | -1.0537                 | .7651       |
|                    |                 | China           | -1.1297                 | .9939       |
|                    |                 | Netherlands     | -.6873                  | .7277       |
|                    |                 | Philippines     | -.6660                  | 1.0312      |
|                    |                 | France          | -.9739                  | .5894       |
|                    |                 | Germany         | -.9443                  | .6756       |
|                    |                 | India           | -1.0079                 | .6357       |
|                    |                 | Indonesia       | -1.5551                 | .6113       |
|                    |                 | Japan           | -.7793                  | .5588       |
|                    |                 | Malaysia        | -.7458                  | .9985       |
|                    |                 | Mexico          | -1.1828                 | .5969       |
|                    |                 | Poland          | -.8118                  | .8509       |
|                    |                 | Russia          | -.3388                  | 1.5236      |
|                    |                 | Spain           | -1.0686                 | 1.1206      |
|                    |                 | Switzerland     | -.8076                  | .8550       |
| Turkey             | -.4801          | 1.1286          |                         |             |
| Venezuela          | -.5399          | 1.1162          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | Spain           | America         | -.9914                  | .9822       |
|                    |                 | Argentina       | -.9819                  | 1.3720      |
|                    |                 | Australia       | -1.7520                 | .9952       |
|                    |                 | Brazil          | -1.0065                 | 1.0890      |
|                    |                 | GB              | -1.2878                 | .7742       |
|                    |                 | Canada          | -1.4014                 | 1.0608      |
|                    |                 | China           | -1.4415                 | 1.2537      |
|                    |                 | Netherlands     | -1.0963                 | 1.0847      |
|                    |                 | Philippines     | -1.0303                 | 1.3436      |
|                    |                 | France          | -1.3582                 | .9217       |
|                    |                 | Germany         | -1.3199                 | .9993       |
|                    |                 | India           | -1.3800                 | .9558       |
|                    |                 | Indonesia       | -1.8624                 | .8667       |
|                    |                 | Japan           | -1.2022                 | .9297       |
|                    |                 | Malaysia        | -1.1034                 | 1.3043      |
|                    |                 | Mexico          | -1.5356                 | .8978       |
|                    |                 | Poland          | -1.1810                 | 1.1682      |
|                    |                 | Russia          | -.6808                  | 1.8138      |
|                    |                 | Singapore       | -1.1206                 | 1.0686      |
|                    |                 | Switzerland     | -1.1769                 | 1.1724      |
| Turkey             | -.8574          | 1.4540          |                         |             |
| Venezuela          | -.9102          | 1.4345          |                         |             |
|                    | Switzerland     | America         | -.6855                  | .6808       |
|                    |                 | Argentina       | -.7398                  | 1.1344      |
|                    |                 | Australia       | -1.5507                 | .7985       |
|                    |                 | Brazil          | -.7251                  | .8121       |
|                    |                 | GB              | -1.0001                 | .4910       |
|                    |                 | Canada          | -1.1723                 | .8362       |
|                    |                 | China           | -1.2358                 | 1.0524      |
|                    |                 | Netherlands     | -.8294                  | .8224       |
|                    |                 | Philippines     | -.7907                  | 1.1085      |
|                    |                 | France          | -1.1062                 | .6742       |
|                    |                 | Germany         | -1.0732                 | .7571       |
|                    |                 | India           | -1.1355                 | .7158       |
|                    |                 | Indonesia       | -1.6596                 | .6684       |
|                    |                 | Japan           | -.9272                  | .6592       |
|                    |                 | Malaysia        | -.8680                  | 1.0733      |
|                    |                 | Mexico          | -1.3032                 | .6699       |
|                    |                 | Poland          | -.9383                  | .9300       |
|                    |                 | Russia          | -.4553                  | 1.5928      |
|                    |                 | Singapore       | -.8550                  | .8076       |
|                    |                 | Spain           | -1.1724                 | 1.1769      |
| Turkey             | -.6097          | 1.2108          |                         |             |
| Venezuela          | -.6669          | 1.1957          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 08 Loner           | Turkey          | America         | -.9530                  | .3472       |
|                    |                 | Argentina       | -1.0166                 | .8099       |
|                    |                 | Australia       | -1.8324                 | .4790       |
|                    |                 | Brazil          | -.9964                  | .4823       |
|                    |                 | GB              | -1.2705                 | .1602       |
|                    |                 | Canada          | -1.4506                 | .5134       |
|                    |                 | China           | -1.5169                 | .7324       |
|                    |                 | Netherlands     | -1.1028                 | .4947       |
|                    |                 | Philippines     | -1.0677                 | .7844       |
|                    |                 | France          | -1.3816                 | .3485       |
|                    |                 | Germany         | -1.3493                 | .4321       |
|                    |                 | India           | -1.4119                 | .3911       |
|                    |                 | Indonesia       | -1.9411                 | .3487       |
|                    |                 | Japan           | -1.1994                 | .3303       |
|                    |                 | Malaysia        | -1.1456                 | .7498       |
|                    |                 | Mexico          | -1.5812                 | .3467       |
|                    |                 | Poland          | -1.2150                 | .6055       |
|                    |                 | Russia          | -.7341                  | 1.2704      |
|                    |                 | Singapore       | -1.1286                 | .4801       |
|                    |                 | Spain           | -1.4540                 | .8574       |
| Switzerland        | -1.2108         | .6097           |                         |             |
| Venezuela          | -.9434          | .8711           |                         |             |
|                    | Venezuela       | America         | -.9459                  | .4125       |
|                    |                 | Argentina       | -1.0014                 | .8671       |
|                    |                 | Australia       | -1.8128                 | .5318       |
|                    |                 | Brazil          | -.9860                  | .5442       |
|                    |                 | GB              | -1.2609                 | .2230       |
|                    |                 | Canada          | -1.4340                 | .5691       |
|                    |                 | China           | -1.4978                 | .7857       |
|                    |                 | Netherlands     | -1.0906                 | .5547       |
|                    |                 | Philippines     | -1.0523                 | .8412       |
|                    |                 | France          | -1.3676                 | .4068       |
|                    |                 | Germany         | -1.3347                 | .4898       |
|                    |                 | India           | -1.3970                 | .4485       |
|                    |                 | Indonesia       | -1.9217                 | .4017       |
|                    |                 | Japan           | -1.1882                 | .3914       |
|                    |                 | Malaysia        | -1.1296                 | .8061       |
|                    |                 | Mexico          | -1.5649                 | .4028       |
|                    |                 | Poland          | -1.1998                 | .6627       |
|                    |                 | Russia          | -.7171                  | 1.3257      |
|                    |                 | Singapore       | -1.1162                 | .5399       |
|                    |                 | Spain           | -1.4345                 | .9102       |
| Switzerland        | -1.1957         | .6669           |                         |             |
| Turkey             | -.8711          | .9434           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | America         | Argentina       | -.6290                  | .8874       |
|                    |                 | Australia       | -.7881                  | 1.3894      |
|                    |                 | Brazil          | .9770                   | 1.9257      |
|                    |                 | GB              | .0067                   | .8612       |
|                    |                 | Canada          | -.8279                  | .8851       |
|                    |                 | China           | -.7935                  | 1.3035      |
|                    |                 | Netherlands     | .0141                   | 1.1738      |
|                    |                 | Philippines     | -1.0977                 | .4561       |
|                    |                 | France          | .1851                   | 1.5571      |
|                    |                 | Germany         | -.1300                  | 1.3197      |
|                    |                 | India           | -.5604                  | .9214       |
|                    |                 | Indonesia       | -1.0928                 | 1.0568      |
|                    |                 | Japan           | .0524                   | 1.0950      |
|                    |                 | Malaysia        | -.8691                  | .7469       |
|                    |                 | Mexico          | -.6924                  | .9698       |
|                    |                 | Poland          | .9825                   | 2.4900      |
|                    |                 | Russia          | -.2359                  | 1.5332      |
|                    |                 | Singapore       | -.4405                  | .7379       |
|                    |                 | Spain           | -.8152                  | 1.3624      |
|                    |                 | Switzerland     | .1450                   | 1.6525      |
| Turkey             | -.3730          | 1.0614          |                         |             |
| Venezuela          | -.4273          | 1.0715          |                         |             |
|                    | Argentina       | America         | -.8874                  | .6290       |
|                    |                 | Australia       | -1.1272                 | 1.4700      |
|                    |                 | Brazil          | .4702                   | 2.1741      |
|                    |                 | GB              | -.5219                  | 1.1314      |
|                    |                 | Canada          | -1.2117                 | 1.0104      |
|                    |                 | China           | -1.1392                 | 1.3907      |
|                    |                 | Netherlands     | -.4502                  | 1.3796      |
|                    |                 | Philippines     | -1.5009                 | .6009       |
|                    |                 | France          | -.2437                  | 1.7275      |
|                    |                 | Germany         | -.5474                  | 1.4786      |
|                    |                 | India           | -.9733                  | 1.0758      |
|                    |                 | Indonesia       | -1.4341                 | 1.1396      |
|                    |                 | Japan           | -.4345                  | 1.3235      |
|                    |                 | Malaysia        | -1.2644                 | .8838       |
|                    |                 | Mexico          | -1.0821                 | 1.1010      |
|                    |                 | Poland          | .5731                   | 2.6410      |
|                    |                 | Russia          | -.6134                  | 1.6523      |
|                    |                 | Singapore       | -.9014                  | .9404       |
|                    |                 | Spain           | -1.1542                 | 1.4429      |
|                    |                 | Switzerland     | -.2644                  | 1.8035      |
| Turkey             | -.7926          | 1.2226          |                         |             |
| Venezuela          | -.8378          | 1.2237          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | Australia       | America         | -1.3894                 | .7881       |
|                    |                 | Argentina       | -1.4700                 | 1.1272      |
|                    |                 | Brazil          | -.0053                  | 2.3068      |
|                    |                 | GB              | -1.0042                 | 1.2708      |
|                    |                 | Canada          | -1.6303                 | 1.0862      |
|                    |                 | China           | -1.5324                 | 1.4412      |
|                    |                 | Netherlands     | -.9099                  | 1.4965      |
|                    |                 | Philippines     | -1.9310                 | .6881       |
|                    |                 | France          | -.6873                  | 1.8282      |
|                    |                 | Germany         | -.9852                  | 1.5736      |
|                    |                 | India           | -1.4087                 | 1.1684      |
|                    |                 | Indonesia       | -1.8241                 | 1.1869      |
|                    |                 | Japan           | -.9030                  | 1.4492      |
|                    |                 | Malaysia        | -1.6900                 | .9665       |
|                    |                 | Mexico          | -1.5044                 | 1.1805      |
|                    |                 | Poland          | .1397                   | 2.7316      |
|                    |                 | Russia          | -1.0281                 | 1.7242      |
|                    |                 | Singapore       | -1.3596                 | 1.0558      |
|                    |                 | Spain           | -1.5425                 | 1.4885      |
|                    |                 | Switzerland     | -.6978                  | 1.8941      |
| Turkey             | -1.2315         | 1.3186          |                         |             |
| Venezuela          | -1.2719         | 1.3150          |                         |             |
|                    | Brazil          | America         | -1.9257                 | -.9770      |
|                    |                 | Argentina       | -2.1741                 | -.4702      |
|                    |                 | Australia       | -2.3068                 | .0053       |
|                    |                 | GB              | -1.5949                 | -.4399      |
|                    |                 | Canada          | -2.3633                 | -.4823      |
|                    |                 | China           | -2.3145                 | -.0782      |
|                    |                 | Netherlands     | -1.5555                 | -.1594      |
|                    |                 | Philippines     | -2.6408                 | -.9035      |
|                    |                 | France          | -1.3687                 | .2081       |
|                    |                 | Germany         | -1.6790                 | -.0341      |
|                    |                 | India           | -2.1075                 | -.4343      |
|                    |                 | Indonesia       | -2.6123                 | -.3265      |
|                    |                 | Japan           | -1.5278                 | -.2274      |
|                    |                 | Malaysia        | -2.4090                 | -.6159      |
|                    |                 | Mexico          | -2.2301                 | -.3952      |
|                    |                 | Poland          | -.5631                  | 1.1329      |
|                    |                 | Russia          | -1.7689                 | .1634       |
|                    |                 | Singapore       | -2.0084                 | -.5968      |
|                    |                 | Spain           | -2.3338                 | -.0217      |
|                    |                 | Switzerland     | -1.4006                 | .2954       |
| Turkey             | -1.9229         | -.2914          |                         |             |
| Venezuela          | -1.9734         | -.2851          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | GB              | America         | -.8612                  | -.0067      |
|                    |                 | Argentina       | -1.1314                 | .5219       |
|                    |                 | Australia       | -1.2708                 | 1.0042      |
|                    |                 | Brazil          | .4399                   | 1.5949      |
|                    |                 | Canada          | -1.3230                 | .5123       |
|                    |                 | China           | -1.2779                 | .9200       |
|                    |                 | Netherlands     | -.5069                  | .8269       |
|                    |                 | Philippines     | -1.5986                 | .0891       |
|                    |                 | France          | -.3238                  | 1.1981      |
|                    |                 | Germany         | -.6353                  | .9570       |
|                    |                 | India           | -1.0643                 | .5573       |
|                    |                 | Indonesia       | -1.5761                 | .6722       |
|                    |                 | Japan           | -.4769                  | .7564       |
|                    |                 | Malaysia        | -1.3676                 | .3775       |
|                    |                 | Mexico          | -1.1893                 | .5987       |
|                    |                 | Poland          | .4797                   | 2.1249      |
|                    |                 | Russia          | -.7292                  | 1.1586      |
|                    |                 | Singapore       | -.9603                  | .3898       |
|                    |                 | Spain           | -1.2979                 | .9771       |
|                    |                 | Switzerland     | -.3578                  | 1.2874      |
| Turkey             | -.8790          | .6995           |                         |             |
| Venezuela          | -.9304          | .7068           |                         |             |
|                    | Canada          | America         | -.8851                  | .8279       |
|                    |                 | Argentina       | -1.0104                 | 1.2117      |
|                    |                 | Australia       | -1.0862                 | 1.6303      |
|                    |                 | Brazil          | .4823                   | 2.3633      |
|                    |                 | GB              | -.5123                  | 1.3230      |
|                    |                 | China           | -1.0998                 | 1.5526      |
|                    |                 | Netherlands     | -.4325                  | 1.5632      |
|                    |                 | Philippines     | -1.4733                 | .7745       |
|                    |                 | France          | -.2206                  | 1.9056      |
|                    |                 | Germany         | -.5223                  | 1.6548      |
|                    |                 | India           | -.9474                  | 1.2512      |
|                    |                 | Indonesia       | -1.3937                 | 1.3005      |
|                    |                 | Japan           | -.4199                  | 1.5102      |
|                    |                 | Malaysia        | -1.2353                 | 1.0559      |
|                    |                 | Mexico          | -1.0519                 | 1.2721      |
|                    |                 | Poland          | .5997                   | 2.8157      |
|                    |                 | Russia          | -.5808                  | 1.8209      |
|                    |                 | Singapore       | -.8832                  | 1.1235      |
|                    |                 | Spain           | -1.1133                 | 1.6033      |
|                    |                 | Switzerland     | -.2378                  | 1.9782      |
| Turkey             | -.7679          | 1.3991          |                         |             |
| Venezuela          | -.8115          | 1.3986          |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | China           | America         | -1.3035                 | .7935       |
|                    |                 | Argentina       | -1.3907                 | 1.1392      |
|                    |                 | Australia       | -1.4412                 | 1.5324      |
|                    |                 | Brazil          | .0782                   | 2.3145      |
|                    |                 | GB              | -.9200                  | 1.2779      |
|                    |                 | Canada          | -1.5526                 | 1.0998      |
|                    |                 | Netherlands     | -.8279                  | 1.5057      |
|                    |                 | Philippines     | -1.8521                 | .7004       |
|                    |                 | France          | -.6070                  | 1.8391      |
|                    |                 | Germany         | -.9055                  | 1.5851      |
|                    |                 | India           | -1.3292                 | 1.1801      |
|                    |                 | Indonesia       | -1.7497                 | 1.2036      |
|                    |                 | Japan           | -.8201                  | 1.4576      |
|                    |                 | Malaysia        | -1.6115                 | .9793       |
|                    |                 | Mexico          | -1.4263                 | 1.1936      |
|                    |                 | Poland          | .2190                   | 2.7435      |
|                    |                 | Russia          | -.9509                  | 1.7381      |
|                    |                 | Singapore       | -1.2778                 | 1.0652      |
|                    |                 | Spain           | -1.4682                 | 1.5054      |
|                    |                 | Switzerland     | -.6185                  | 1.9060      |
| Turkey             | -1.1517         | 1.3300          |                         |             |
| Venezuela          | -1.1926         | 1.3268          |                         |             |
|                    | Netherlands     | America         | -1.1738                 | -.0141      |
|                    |                 | Argentina       | -1.3796                 | .4502       |
|                    |                 | Australia       | -1.4965                 | .9099       |
|                    |                 | Brazil          | .1594                   | 1.5555      |
|                    |                 | GB              | -.8269                  | .5069       |
|                    |                 | Canada          | -1.5632                 | .4325       |
|                    |                 | China           | -1.5057                 | .8279       |
|                    |                 | Philippines     | -1.8452                 | .0157       |
|                    |                 | France          | -.5789                  | 1.1332      |
|                    |                 | Germany         | -.8866                  | .8884       |
|                    |                 | India           | -1.3141                 | .4872       |
|                    |                 | Indonesia       | -1.8025                 | .5786       |
|                    |                 | Japan           | -.7509                  | .7105       |
|                    |                 | Malaysia        | -1.6116                 | .3015       |
|                    |                 | Mexico          | -1.4314                 | .5209       |
|                    |                 | Poland          | .2311                   | 2.0536      |
|                    |                 | Russia          | -.9674                  | 1.0768      |
|                    |                 | Singapore       | -1.2258                 | .3354       |
|                    |                 | Spain           | -1.5235                 | .8828       |
|                    |                 | Switzerland     | -.6064                  | 1.2161      |
| Turkey             | -1.1310         | .6316           |                         |             |
| Venezuela          | -1.1794         | .6359           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | Philippines     | America         | -.4561                  | 1.0977      |
|                    |                 | Argentina       | -.6009                  | 1.5009      |
|                    |                 | Australia       | -.6881                  | 1.9310      |
|                    |                 | Brazil          | .9035                   | 2.6408      |
|                    |                 | GB              | -.0891                  | 1.5986      |
|                    |                 | Canada          | -.7745                  | 1.4733      |
|                    |                 | China           | -.7004                  | 1.8521      |
|                    |                 | Netherlands     | -.0157                  | 1.8452      |
|                    |                 | France          | .1918                   | 2.1920      |
|                    |                 | Germany         | -.1115                  | 1.9427      |
|                    |                 | India           | -.5372                  | 1.5398      |
|                    |                 | Indonesia       | -.9952                  | 1.6008      |
|                    |                 | Japan           | -.0006                  | 1.7897      |
|                    |                 | Malaysia        | -.8276                  | 1.3471      |
|                    |                 | Mexico          | -.6452                  | 1.5641      |
|                    |                 | Poland          | 1.0094                  | 3.1048      |
|                    |                 | Russia          | -.1759                  | 2.1149      |
|                    |                 | Singapore       | -.4668                  | 1.4059      |
|                    |                 | Spain           | -.7151                  | 1.9040      |
|                    |                 | Switzerland     | .1719                   | 2.2673      |
| Turkey             | -.3567          | 1.6868          |                         |             |
| Venezuela          | -.4016          | 1.6875          |                         |             |
|                    | France          | America         | -1.5571                 | -.1851      |
|                    |                 | Argentina       | -1.7275                 | .2437       |
|                    |                 | Australia       | -1.8282                 | .6873       |
|                    |                 | Brazil          | -.2081                  | 1.3687      |
|                    |                 | GB              | -1.1981                 | .3238       |
|                    |                 | Canada          | -1.9056                 | .2206       |
|                    |                 | China           | -1.8391                 | .6070       |
|                    |                 | Netherlands     | -1.1332                 | .5789       |
|                    |                 | Philippines     | -2.1920                 | -.1918      |
|                    |                 | Germany         | -1.2365                 | .6839       |
|                    |                 | India           | -1.6630                 | .2818       |
|                    |                 | Indonesia       | -2.1348                 | .3566       |
|                    |                 | Japan           | -1.1149                 | .5202       |
|                    |                 | Malaysia        | -1.9566                 | .0922       |
|                    |                 | Mexico          | -1.7751                 | .3103       |
|                    |                 | Poland          | -.1170                  | 1.8474      |
|                    |                 | Russia          | -1.3083                 | .8634       |
|                    |                 | Singapore       | -1.5848                 | .1400       |
|                    |                 | Spain           | -1.8553                 | .6603       |
|                    |                 | Switzerland     | -.9545                  | 1.0099      |
| Turkey             | -1.4813         | .4276           |                         |             |
| Venezuela          | -1.5278         | .4299           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | Germany         | America         | -1.3197                 | .1300       |
|                    |                 | Argentina       | -1.4786                 | .5474       |
|                    |                 | Australia       | -1.5736                 | .9852       |
|                    |                 | Brazil          | .0341                   | 1.6790      |
|                    |                 | GB              | -.9570                  | .6353       |
|                    |                 | Canada          | -1.6548                 | .5223       |
|                    |                 | China           | -1.5851                 | .9055       |
|                    |                 | Netherlands     | -.8884                  | .8866       |
|                    |                 | Philippines     | -1.9427                 | .1115       |
|                    |                 | France          | -.6839                  | 1.2365      |
|                    |                 | India           | -1.4145                 | .5858       |
|                    |                 | Indonesia       | -1.8803                 | .6547       |
|                    |                 | Japan           | -.8715                  | .8293       |
|                    |                 | Malaysia        | -1.7067                 | .3949       |
|                    |                 | Mexico          | -1.5248                 | .6125       |
|                    |                 | Poland          | .1317                   | 2.1512      |
|                    |                 | Russia          | -1.0569                 | 1.1646      |
|                    |                 | Singapore       | -1.3397                 | .4475       |
|                    |                 | Spain           | -1.6006                 | .9581       |
|                    |                 | Switzerland     | -.7058                  | 1.3137      |
| Turkey             | -1.2334         | .7321           |                         |             |
| Venezuela          | -1.2791         | .7338           |                         |             |
|                    | India           | America         | -.9214                  | .5604       |
|                    |                 | Argentina       | -1.0758                 | .9733       |
|                    |                 | Australia       | -1.1684                 | 1.4087      |
|                    |                 | Brazil          | .4343                   | 2.1075      |
|                    |                 | GB              | -.5573                  | 1.0643      |
|                    |                 | Canada          | -1.2512                 | .9474       |
|                    |                 | China           | -1.1801                 | 1.3292      |
|                    |                 | Netherlands     | -.4872                  | 1.3141      |
|                    |                 | Philippines     | -1.5398                 | .5372       |
|                    |                 | France          | -.2818                  | 1.6630      |
|                    |                 | Germany         | -.5858                  | 1.4145      |
|                    |                 | Indonesia       | -1.4752                 | 1.0783      |
|                    |                 | Japan           | -.4708                  | 1.2574      |
|                    |                 | Malaysia        | -1.3035                 | .8204       |
|                    |                 | Mexico          | -1.1214                 | 1.0378      |
|                    |                 | Poland          | .5345                   | 2.5771      |
|                    |                 | Russia          | -.6531                  | 1.5895      |
|                    |                 | Singapore       | -.9384                  | .8749       |
|                    |                 | Spain           | -1.1954                 | 1.3817      |
|                    |                 | Switzerland     | -.3030                  | 1.7396      |
| Turkey             | -.8309          | 1.1584          |                         |             |
| Venezuela          | -.8764          | 1.1598          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | Indonesia       | America         | -1.0568                 | 1.0928      |
|                    |                 | Argentina       | -1.1396                 | 1.4341      |
|                    |                 | Australia       | -1.1869                 | 1.8241      |
|                    |                 | Brazil          | .3265                   | 2.6123      |
|                    |                 | GB              | -.6722                  | 1.5761      |
|                    |                 | Canada          | -1.3005                 | 1.3937      |
|                    |                 | China           | -1.2036                 | 1.7497      |
|                    |                 | Netherlands     | -.5786                  | 1.8025      |
|                    |                 | Philippines     | -1.6008                 | .9952       |
|                    |                 | France          | -.3566                  | 2.1348      |
|                    |                 | Germany         | -.6547                  | 1.8803      |
|                    |                 | India           | -1.0783                 | 1.4752      |
|                    |                 | Japan           | -.5714                  | 1.7549      |
|                    |                 | Malaysia        | -1.3599                 | 1.2737      |
|                    |                 | Mexico          | -1.1744                 | 1.4878      |
|                    |                 | Poland          | .4700                   | 3.0385      |
|                    |                 | Russia          | -.6985                  | 2.0318      |
|                    |                 | Singapore       | -1.0284                 | 1.3619      |
|                    |                 | Spain           | -1.2139                 | 1.7971      |
|                    |                 | Switzerland     | -.3675                  | 2.2010      |
| Turkey             | -.9010          | 1.6254          |                         |             |
| Venezuela          | -.9415          | 1.6218          |                         |             |
|                    | Japan           | America         | -1.0950                 | -.0524      |
|                    |                 | Argentina       | -1.3235                 | .4345       |
|                    |                 | Australia       | -1.4492                 | .9030       |
|                    |                 | Brazil          | .2274                   | 1.5278      |
|                    |                 | GB              | -.7564                  | .4769       |
|                    |                 | Canada          | -1.5102                 | .4199       |
|                    |                 | China           | -1.4576                 | .8201       |
|                    |                 | Netherlands     | -.7105                  | .7509       |
|                    |                 | Philippines     | -1.7897                 | .0006       |
|                    |                 | France          | -.5202                  | 1.1149      |
|                    |                 | Germany         | -.8293                  | .8715       |
|                    |                 | India           | -1.2574                 | .4708       |
|                    |                 | Indonesia       | -1.7549                 | .5714       |
|                    |                 | Malaysia        | -1.5571                 | .2874       |
|                    |                 | Mexico          | -1.3776                 | .5075       |
|                    |                 | Poland          | .2874                   | 2.0377      |
|                    |                 | Russia          | -.9151                  | 1.0650      |
|                    |                 | Singapore       | -1.1632                 | .3132       |
|                    |                 | Spain           | -1.4762                 | .8759       |
|                    |                 | Switzerland     | -.5501                  | 1.2002      |
| Turkey             | -1.0734         | .6144           |                         |             |
| Venezuela          | -1.1230         | .6198           |                         |             |

Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | Malaysia        | America         | -.7469                  | .8691       |
|                    |                 | Argentina       | -.8838                  | 1.2644      |
|                    |                 | Australia       | -.9665                  | 1.6900      |
|                    |                 | Brazil          | .6159                   | 2.4090      |
|                    |                 | GB              | -.3775                  | 1.3676      |
|                    |                 | Canada          | -1.0559                 | 1.2353      |
|                    |                 | China           | -.9793                  | 1.6115      |
|                    |                 | Netherlands     | -.3015                  | 1.6116      |
|                    |                 | Philippines     | -1.3471                 | .8276       |
|                    |                 | France          | -.0922                  | 1.9566      |
|                    |                 | Germany         | -.3949                  | 1.7067      |
|                    |                 | India           | -.8204                  | 1.3035      |
|                    |                 | Indonesia       | -1.2737                 | 1.3599      |
|                    |                 | Japan           | -.2874                  | 1.5571      |
|                    |                 | Mexico          | -.9269                  | 1.3265      |
|                    |                 | Poland          | .7264                   | 2.8683      |
|                    |                 | Russia          | -.4570                  | 1.8765      |
|                    |                 | Singapore       | -.7524                  | 1.1721      |
|                    |                 | Spain           | -.9935                  | 1.6629      |
|                    |                 | Switzerland     | -.1111                  | 2.0308      |
| Turkey             | -.6403          | 1.4509          |                         |             |
| Venezuela          | -.6846          | 1.4511          |                         |             |
|                    | Mexico          | America         | -.9698                  | .6924       |
|                    |                 | Argentina       | -1.1010                 | 1.0821      |
|                    |                 | Australia       | -1.1805                 | 1.5044      |
|                    |                 | Brazil          | .3952                   | 2.2301      |
|                    |                 | GB              | -.5987                  | 1.1893      |
|                    |                 | Canada          | -1.2721                 | 1.0519      |
|                    |                 | China           | -1.1936                 | 1.4263      |
|                    |                 | Netherlands     | -.5209                  | 1.4314      |
|                    |                 | Philippines     | -1.5641                 | .6452       |
|                    |                 | France          | -.3103                  | 1.7751      |
|                    |                 | Germany         | -.6125                  | 1.5248      |
|                    |                 | India           | -1.0378                 | 1.1214      |
|                    |                 | Indonesia       | -1.4878                 | 1.1744      |
|                    |                 | Japan           | -.5075                  | 1.3776      |
|                    |                 | Malaysia        | -1.3265                 | .9269       |
|                    |                 | Poland          | .5091                   | 2.6861      |
|                    |                 | Russia          | -.6729                  | 1.6928      |
|                    |                 | Singapore       | -.9717                  | .9918       |
|                    |                 | Spain           | -1.2075                 | 1.4773      |
|                    |                 | Switzerland     | -.3284                  | 1.8486      |
| Turkey             | -.8580          | 1.2691          |                         |             |
| Venezuela          | -.9020          | 1.2690          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 09 Modesty         | Poland          | America         | -2.4900                 | -.9825      |        |
|                    |                 | Argentina       | -2.6410                 | -.5731      |        |
|                    |                 | Australia       | -2.7316                 | -.1397      |        |
|                    |                 | Brazil          | -1.1329                 | .5631       |        |
|                    |                 | GB              | -2.1249                 | -.4797      |        |
|                    |                 | Canada          | -2.8157                 | -.5997      |        |
|                    |                 | China           | -2.7435                 | -.2190      |        |
|                    |                 | Netherlands     | -2.0536                 | -.2311      |        |
|                    |                 | Philippines     | -3.1048                 | -1.0094     |        |
|                    |                 | France          | -1.8474                 | .1170       |        |
|                    |                 | Germany         | -2.1512                 | -.1317      |        |
|                    |                 | India           | -2.5771                 | -.5345      |        |
|                    |                 | Indonesia       | -3.0385                 | -.4700      |        |
|                    |                 | Japan           | -2.0377                 | -.2874      |        |
|                    |                 | Malaysia        | -2.8683                 | -.7264      |        |
|                    |                 | Mexico          | -2.6861                 | -.5091      |        |
|                    |                 | Russia          | -2.2175                 | .0422       |        |
|                    |                 | Singapore       | -2.5048                 | -.6703      |        |
|                    |                 | Spain           | -2.7586                 | -.1667      |        |
|                    |                 | Switzerland     | -1.8682                 | .1932       |        |
|                    | Turkey          | -2.3963         | -.3878                  |             |        |
|                    | Venezuela       | -2.4416         | -.3866                  |             |        |
|                    |                 | Russia          | America                 | -1.5332     | .2359  |
|                    |                 |                 | Argentina               | -1.6523     | .6134  |
|                    |                 |                 | Australia               | -1.7242     | 1.0281 |
|                    |                 |                 | Brazil                  | -.1634      | 1.7689 |
|                    |                 |                 | GB                      | -1.1586     | .7292  |
|                    |                 |                 | Canada                  | -1.8209     | .5808  |
|                    |                 |                 | China                   | -1.7381     | .9509  |
|                    |                 |                 | Netherlands             | -1.0768     | .9674  |
|                    |                 |                 | Philippines             | -2.1149     | .1759  |
|                    |                 |                 | France                  | -.8634      | 1.3083 |
|                    | Germany         |                 | -1.1646                 | 1.0569      |        |
|                    | India           |                 | -1.5895                 | .6531       |        |
|                    | Indonesia       | -2.0318         | .6985                   |             |        |
|                    | Japan           | -1.0650         | .9151                   |             |        |
|                    | Malaysia        | -1.8765         | .4570                   |             |        |
|                    | Mexico          | -1.6928         | .6729                   |             |        |
|                    | Poland          | -.0422          | 2.2175                  |             |        |
|                    | Singapore       | -1.5274         | .5275                   |             |        |
|                    | Spain           | -1.7512         | 1.0011                  |             |        |
|                    | Switzerland     | -.8797          | 1.3800                  |             |        |
|                    | Turkey          | -1.4103         | .8014                   |             |        |
|                    | Venezuela       | -1.4535         | .8004                   |             |        |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | Singapore       | America         | -.7379                  | .4405       |
|                    |                 | Argentina       | -.9404                  | .9014       |
|                    |                 | Australia       | -1.0558                 | 1.3596      |
|                    |                 | Brazil          | .5968                   | 2.0084      |
|                    |                 | GB              | -.3898                  | .9603       |
|                    |                 | Canada          | -1.1235                 | .8832       |
|                    |                 | China           | -1.0652                 | 1.2778      |
|                    |                 | Netherlands     | -.3354                  | 1.2258      |
|                    |                 | Philippines     | -1.4059                 | .4668       |
|                    |                 | France          | -.1400                  | 1.5848      |
|                    |                 | Germany         | -.4475                  | 1.3397      |
|                    |                 | India           | -.8749                  | .9384       |
|                    |                 | Indonesia       | -1.3619                 | 1.0284      |
|                    |                 | Japan           | -.3132                  | 1.1632      |
|                    |                 | Malaysia        | -1.1721                 | .7524       |
|                    |                 | Mexico          | -.9918                  | .9717       |
|                    |                 | Poland          | .6703                   | 2.5048      |
|                    |                 | Russia          | -.5275                  | 1.5274      |
|                    |                 | Spain           | -1.0828                 | 1.3326      |
|                    |                 | Switzerland     | -.1672                  | 1.6673      |
| Turkey             | -.6920          | 1.0829          |                         |             |
| Venezuela          | -.7402          | 1.0871          |                         |             |
|                    | Spain           | America         | -1.3624                 | .8152       |
|                    |                 | Argentina       | -1.4429                 | 1.1542      |
|                    |                 | Australia       | -1.4885                 | 1.5425      |
|                    |                 | Brazil          | .0217                   | 2.3338      |
|                    |                 | GB              | -.9771                  | 1.2979      |
|                    |                 | Canada          | -1.6033                 | 1.1133      |
|                    |                 | China           | -1.5054                 | 1.4682      |
|                    |                 | Netherlands     | -.8828                  | 1.5235      |
|                    |                 | Philippines     | -1.9040                 | .7151       |
|                    |                 | France          | -.6603                  | 1.8553      |
|                    |                 | Germany         | -.9581                  | 1.6006      |
|                    |                 | India           | -1.3817                 | 1.1954      |
|                    |                 | Indonesia       | -1.7971                 | 1.2139      |
|                    |                 | Japan           | -.8759                  | 1.4762      |
|                    |                 | Malaysia        | -1.6629                 | .9935       |
|                    |                 | Mexico          | -1.4773                 | 1.2075      |
|                    |                 | Poland          | .1667                   | 2.7586      |
|                    |                 | Russia          | -1.0011                 | 1.7512      |
|                    |                 | Singapore       | -1.3326                 | 1.0828      |
|                    |                 | Switzerland     | -.6708                  | 1.9211      |
| Turkey             | -1.2045         | 1.3457          |                         |             |
| Venezuela          | -1.2449         | 1.3420          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty         | Switzerland     | America         | -1.6525                 | -.1450      |
|                    |                 | Argentina       | -1.8035                 | .2644       |
|                    |                 | Australia       | -1.8941                 | .6978       |
|                    |                 | Brazil          | -.2954                  | 1.4006      |
|                    |                 | GB              | -1.2874                 | .3578       |
|                    |                 | Canada          | -1.9782                 | .2378       |
|                    |                 | China           | -1.9060                 | .6185       |
|                    |                 | Netherlands     | -1.2161                 | .6064       |
|                    |                 | Philippines     | -2.2673                 | -.1719      |
|                    |                 | France          | -1.0099                 | .9545       |
|                    |                 | Germany         | -1.3137                 | .7058       |
|                    |                 | India           | -1.7396                 | .3030       |
|                    |                 | Indonesia       | -2.2010                 | .3675       |
|                    |                 | Japan           | -1.2002                 | .5501       |
|                    |                 | Malaysia        | -2.0308                 | .1111       |
|                    |                 | Mexico          | -1.8486                 | .3284       |
|                    |                 | Poland          | -.1932                  | 1.8682      |
|                    |                 | Russia          | -1.3800                 | .8797       |
|                    |                 | Singapore       | -1.6673                 | .1672       |
|                    |                 | Spain           | -1.9211                 | .6708       |
| Turkey             | -1.5588         | .4497           |                         |             |
| Venezuela          | -1.6041         | .4509           |                         |             |
|                    | Turkey          | America         | -1.0614                 | .3730       |
|                    |                 | Argentina       | -1.2226                 | .7926       |
|                    |                 | Australia       | -1.3186                 | 1.2315      |
|                    |                 | Brazil          | .2914                   | 1.9229      |
|                    |                 | GB              | -.6995                  | .8790       |
|                    |                 | Canada          | -1.3991                 | .7679       |
|                    |                 | China           | -1.3300                 | 1.1517      |
|                    |                 | Netherlands     | -.6316                  | 1.1310      |
|                    |                 | Philippines     | -1.6868                 | .3567       |
|                    |                 | France          | -.4276                  | 1.4813      |
|                    |                 | Germany         | -.7321                  | 1.2334      |
|                    |                 | India           | -1.1584                 | .8309       |
|                    |                 | Indonesia       | -1.6254                 | .9010       |
|                    |                 | Japan           | -.6144                  | 1.0734      |
|                    |                 | Malaysia        | -1.4509                 | .6403       |
|                    |                 | Mexico          | -1.2691                 | .8580       |
|                    |                 | Poland          | .3878                   | 2.3963      |
|                    |                 | Russia          | -.8014                  | 1.4103      |
|                    |                 | Singapore       | -1.0829                 | .6920       |
|                    |                 | Spain           | -1.3457                 | 1.2045      |
| Switzerland        | -.4497          | 1.5588          |                         |             |
| Venezuela          | -1.0231         | .9789           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 09 Modesty                  | Venezuela       | America         | -1.0715                 | .4273       |
|                             |                 | Argentina       | -1.2237                 | .8378       |
|                             |                 | Australia       | -1.3150                 | 1.2719      |
|                             |                 | Brazil          | .2851                   | 1.9734      |
|                             |                 | GB              | -.7068                  | .9304       |
|                             |                 | Canada          | -1.3986                 | .8115       |
|                             |                 | China           | -1.3268                 | 1.1926      |
|                             |                 | Netherlands     | -.6359                  | 1.1794      |
|                             |                 | Philippines     | -1.6875                 | .4016       |
|                             |                 | France          | -.4299                  | 1.5278      |
|                             |                 | Germany         | -.7338                  | 1.2791      |
|                             |                 | India           | -1.1598                 | .8764       |
|                             |                 | Indonesia       | -1.6218                 | .9415       |
|                             |                 | Japan           | -.6198                  | 1.1230      |
|                             |                 | Malaysia        | -1.4511                 | .6846       |
|                             |                 | Mexico          | -1.2690                 | .9020       |
|                             |                 | Poland          | .3866                   | 2.4416      |
| Russia                      | -.8004          | 1.4535          |                         |             |
| Singapore                   | -1.0871         | .7402           |                         |             |
| Spain                       | -1.3420         | 1.2449          |                         |             |
| Switzerland                 | -.4509          | 1.6041          |                         |             |
| Turkey                      | -.9789          | 1.0231          |                         |             |
| 10 Unreliable/Unintelligent | America         | Argentina       | -.9193                  | -.0204      |
|                             |                 | Australia       | -.6298                  | .6610       |
|                             |                 | Brazil          | -.4695                  | .0929       |
|                             |                 | GB              | -.6666                  | -.1601      |
|                             |                 | Canada          | -.5383                  | .4771       |
|                             |                 | China           | -.5512                  | .6919       |
|                             |                 | Netherlands     | -.5702                  | .1173       |
|                             |                 | Philippines     | -.4796                  | .4414       |
|                             |                 | France          | .1414                   | .9547       |
|                             |                 | Germany         | .4268                   | 1.2862      |
|                             |                 | India           | -.8063                  | .0721       |
|                             |                 | Indonesia       | -.9269                  | .3474       |
|                             |                 | Japan           | -.3169                  | .3012       |
|                             |                 | Malaysia        | -.7143                  | .2436       |
|                             |                 | Mexico          | -.6242                  | .3611       |
|                             |                 | Poland          | -1.0181                 | -.1245      |
|                             |                 | Russia          | -1.1708                 | -.1221      |
| Singapore                   | -.6939          | .0046           |                         |             |
| Spain                       | -.9091          | .3818           |                         |             |
| Switzerland                 | -.3640          | .5297           |                         |             |
| Turkey                      | -.7285          | .1218           |                         |             |
| Venezuela                   | -.7771          | .1114           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Argentina       | America         | .0204                   | .9193       |
|                                |                 | Australia       | -.2843                  | 1.2552      |
|                                |                 | Brazil          | -.2235                  | .7866       |
|                                |                 | GB              | -.4335                  | .5466       |
|                                |                 | Canada          | -.2194                  | 1.0979      |
|                                |                 | China           | -.2097                  | 1.2900      |
|                                |                 | Netherlands     | -.2990                  | .7857       |
|                                |                 | Philippines     | -.1722                  | 1.0737      |
|                                |                 | France          | .4336                   | 1.6022      |
|                                |                 | Germany         | .7258                   | 1.9268      |
|                                |                 | India           | -.5046                  | .7101       |
|                                |                 | Indonesia       | -.5827                  | .9429       |
|                                |                 | Japan           | -.0591                  | .9830       |
|                                |                 | Malaysia        | -.4022                  | .8712       |
|                                |                 | Mexico          | -.3088                  | .9854       |
|                                |                 | Poland          | -.7144                  | .5114       |
|                                |                 | Russia          | -.8482                  | .4949       |
|                                |                 | Singapore       | -.4207                  | .6711       |
|                                |                 | Spain           | -.5636                  | .9760       |
|                                |                 | Switzerland     | -.0602                  | 1.1656      |
| Turkey                         | -.4308          | .7638           |                         |             |
| Venezuela                      | -.4740          | .7480           |                         |             |
|                                | Australia       | America         | -.6610                  | .6298       |
|                                |                 | Argentina       | -1.2552                 | .2843       |
|                                |                 | Brazil          | -.8892                  | .4814       |
|                                |                 | GB              | -1.1032                 | .2454       |
|                                |                 | Canada          | -.8514                  | .7590       |
|                                |                 | China           | -.8267                  | .9361       |
|                                |                 | Netherlands     | -.9553                  | .4711       |
|                                |                 | Philippines     | -.8110                  | .7416       |
|                                |                 | France          | -.2131                  | 1.2780      |
|                                |                 | Germany         | .0824                   | 1.5992      |
|                                |                 | India           | -1.1466                 | .3811       |
|                                |                 | Indonesia       | -1.1978                 | .5871       |
|                                |                 | Japan           | -.7207                  | .6737       |
|                                |                 | Malaysia        | -1.0383                 | .5364       |
|                                |                 | Mexico          | -.9430                  | .6486       |
|                                |                 | Poland          | -1.3552                 | .1813       |
|                                |                 | Russia          | -1.4779                 | .1537       |
|                                |                 | Singapore       | -1.0762                 | .3556       |
|                                |                 | Spain           | -1.1777                 | .6191       |
|                                |                 | Switzerland     | -.7010                  | .8355       |
| Turkey                         | -1.0748         | .4369           |                         |             |
| Venezuela                      | -1.1152         | .4183           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Brazil          | America         | -.0929                  | .4695       |
|                                |                 | Argentina       | -.7866                  | .2235       |
|                                |                 | Australia       | -.4814                  | .8892       |
|                                |                 | GB              | -.5674                  | .1173       |
|                                |                 | Canada          | -.3999                  | .7152       |
|                                |                 | China           | -.4042                  | .9215       |
|                                |                 | Netherlands     | -.4520                  | .3756       |
|                                |                 | Philippines     | -.3457                  | .6841       |
|                                |                 | France          | .2690                   | 1.2037      |
|                                |                 | Germany         | .5572                   | 1.5323      |
|                                |                 | India           | -.6748                  | .3171       |
|                                |                 | Indonesia       | -.7790                  | .5760       |
|                                |                 | Japan           | -.2050                  | .5658       |
|                                |                 | Malaysia        | -.5785                  | .4844       |
|                                |                 | Mexico          | -.4872                  | .6006       |
|                                |                 | Poland          | -.8857                  | .1197       |
|                                |                 | Russia          | -1.0309                 | .1145       |
|                                |                 | Singapore       | -.5748                  | .2620       |
|                                |                 | Spain           | -.7607                  | .6099       |
|                                |                 | Switzerland     | -.2316                  | .7738       |
| Turkey                         | -.5986          | .3685           |                         |             |
| Venezuela                      | -.6450          | .3558           |                         |             |
|                                | GB              | America         | .1601                   | .6666       |
|                                |                 | Argentina       | -.5466                  | .4335       |
|                                |                 | Australia       | -.2454                  | 1.1032      |
|                                |                 | Brazil          | -.1173                  | .5674       |
|                                |                 | Canada          | -.1613                  | .9267       |
|                                |                 | China           | -.1678                  | 1.1352      |
|                                |                 | Netherlands     | -.2085                  | .5822       |
|                                |                 | Philippines     | -.1060                  | .8945       |
|                                |                 | France          | .5103                   | 1.4125      |
|                                |                 | Germany         | .7978                   | 1.7418      |
|                                |                 | India           | -.4344                  | .5269       |
|                                |                 | Indonesia       | -.5428                  | .7900       |
|                                |                 | Japan           | .0399                   | .7710       |
|                                |                 | Malaysia        | -.3392                  | .6952       |
|                                |                 | Mexico          | -.2482                  | .8117       |
|                                |                 | Poland          | -.6456                  | .3296       |
|                                |                 | Russia          | -.7927                  | .3264       |
|                                |                 | Singapore       | -.3315                  | .4688       |
|                                |                 | Spain           | -.5246                  | .8240       |
|                                |                 | Switzerland     | .0086                   | .9838       |
| Turkey                         | -.3579          | .5779           |                         |             |
| Venezuela                      | -.4048          | .5657           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Canada          | America         | -.4771                  | .5383       |
|                                |                 | Argentina       | -1.0979                 | .2194       |
|                                |                 | Australia       | -.7590                  | .8514       |
|                                |                 | Brazil          | -.7152                  | .3999       |
|                                |                 | GB              | -.9267                  | .1613       |
|                                |                 | China           | -.6852                  | .8871       |
|                                |                 | Netherlands     | -.7874                  | .3957       |
|                                |                 | Philippines     | -.6547                  | .6777       |
|                                |                 | France          | -.0515                  | 1.2089      |
|                                |                 | Germany         | .2418                   | 1.5324      |
|                                |                 | India           | -.9882                  | .3152       |
|                                |                 | Indonesia       | -1.0577                 | .5394       |
|                                |                 | Japan           | -.5493                  | .5948       |
|                                |                 | Malaysia        | -.8838                  | .4744       |
|                                |                 | Mexico          | -.7898                  | .5879       |
|                                |                 | Poland          | -1.1975                 | .1161       |
|                                |                 | Russia          | -1.3277                 | .0960       |
|                                |                 | Singapore       | -.9088                  | .2807       |
|                                |                 | Spain           | -1.0382                 | .5721       |
|                                |                 | Switzerland     | -.5434                  | .7703       |
| Turkey                         | -.9150          | .3696           |                         |             |
| Venezuela                      | -.9573          | .3528           |                         |             |
|                                | China           | America         | -.6919                  | .5512       |
|                                |                 | Argentina       | -1.2900                 | .2097       |
|                                |                 | Australia       | -.9361                  | .8267       |
|                                |                 | Brazil          | -.9215                  | .4042       |
|                                |                 | GB              | -1.1352                 | .1678       |
|                                |                 | Canada          | -.8871                  | .6852       |
|                                |                 | Netherlands     | -.9885                  | .3949       |
|                                |                 | Philippines     | -.8460                  | .6671       |
|                                |                 | France          | -.2473                  | 1.2027      |
|                                |                 | Germany         | .0479                   | 1.5243      |
|                                |                 | India           | -1.1812                 | .3063       |
|                                |                 | Indonesia       | -1.2354                 | .5152       |
|                                |                 | Japan           | -.7533                  | .5969       |
|                                |                 | Malaysia        | -1.0736                 | .4622       |
|                                |                 | Mexico          | -.9785                  | .5746       |
|                                |                 | Poland          | -1.3899                 | .1066       |
|                                |                 | Russia          | -1.5138                 | .0802       |
|                                |                 | Singapore       | -1.1095                 | .2794       |
|                                |                 | Spain           | -1.2154                 | .5474       |
|                                |                 | Switzerland     | -.7358                  | .7608       |
| Turkey                         | -1.1093         | .3619           |                         |             |
| Venezuela                      | -1.1499         | .3436           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Netherlands     | America         | -.1173                  | .5702       |
|                                |                 | Argentina       | -.7857                  | .2990       |
|                                |                 | Australia       | -.4711                  | .9553       |
|                                |                 | Brazil          | -.3756                  | .4520       |
|                                |                 | GB              | -.5822                  | .2085       |
|                                |                 | Canada          | -.3957                  | .7874       |
|                                |                 | China           | -.3949                  | .9885       |
|                                |                 | Philippines     | -.3442                  | .7590       |
|                                |                 | France          | .2671                   | 1.2820      |
|                                |                 | Germany         | .5568                   | 1.6090      |
|                                |                 | India           | -.6745                  | .3933       |
|                                |                 | Indonesia       | -.7690                  | .6425       |
|                                |                 | Japan           | -.2146                  | .6518       |
|                                |                 | Malaysia        | -.5759                  | .5582       |
|                                |                 | Mexico          | -.4838                  | .6736       |
|                                |                 | Poland          | -.8850                  | .1953       |
|                                |                 | Russia          | -1.0259                 | .1859       |
|                                |                 | Singapore       | -.5809                  | .3446       |
|                                |                 | Spain           | -.7504                  | .6761       |
|                                |                 | Switzerland     | -.2308                  | .8495       |
| Turkey                         | -.5993          | .4456           |                         |             |
| Venezuela                      | -.6444          | .4317           |                         |             |
|                                | Philippines     | America         | -.4414                  | .4796       |
|                                |                 | Argentina       | -1.0737                 | .1722       |
|                                |                 | Australia       | -.7416                  | .8110       |
|                                |                 | Brazil          | -.6841                  | .3457       |
|                                |                 | GB              | -.8945                  | .1060       |
|                                |                 | Canada          | -.6777                  | .6547       |
|                                |                 | China           | -.6671                  | .8460       |
|                                |                 | Netherlands     | -.7590                  | .3442       |
|                                |                 | France          | -.0257                  | 1.1600      |
|                                |                 | Germany         | .2667                   | 1.4844      |
|                                |                 | India           | -.9636                  | .2676       |
|                                |                 | Indonesia       | -1.0401                 | .4988       |
|                                |                 | Japan           | -.5194                  | .5419       |
|                                |                 | Malaysia        | -.8608                  | .4283       |
|                                |                 | Mexico          | -.7673                  | .5423       |
|                                |                 | Poland          | -1.1733                 | .0688       |
|                                |                 | Russia          | -1.3064                 | .0516       |
|                                |                 | Singapore       | -.8806                  | .2295       |
|                                |                 | Spain           | -1.0209                 | .5317       |
|                                |                 | Switzerland     | -.5191                  | .7230       |
| Turkey                         | -.8899          | .3214           |                         |             |
| Venezuela                      | -.9330          | .3055           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | France          | America         | -.9547                  | -.1414      |
|                                |                 | Argentina       | -1.6022                 | -.4336      |
|                                |                 | Australia       | -1.2780                 | .2131       |
|                                |                 | Brazil          | -1.2037                 | -.2690      |
|                                |                 | GB              | -1.4125                 | -.5103      |
|                                |                 | Canada          | -1.2089                 | .0515       |
|                                |                 | China           | -1.2027                 | .2473       |
|                                |                 | Netherlands     | -1.2820                 | -.2671      |
|                                |                 | Philippines     | -1.1600                 | .0257       |
|                                |                 | Germany         | -.2608                  | .8776       |
|                                |                 | India           | -1.4916                 | -.3388      |
|                                |                 | Indonesia       | -1.5762                 | -.0994      |
|                                |                 | Japan           | -1.0406                 | -.0713      |
|                                |                 | Malaysia        | -1.3907                 | -.1761      |
|                                |                 | Mexico          | -1.2978                 | -.0615      |
|                                |                 | Poland          | -1.7016                 | -.5371      |
|                                |                 | Russia          | -1.8382                 | -.5509      |
|                                |                 | Singapore       | -1.4040                 | -.3815      |
|                                |                 | Spain           | -1.5573                 | -.0661      |
|                                |                 | Switzerland     | -1.0475                 | .1170       |
| Turkey                         | -1.4172         | -.2856          |                         |             |
| Venezuela                      | -1.4612         | -.3007          |                         |             |
|                                | Germany         | America         | -1.2862                 | -.4268      |
|                                |                 | Argentina       | -1.9268                 | -.7258      |
|                                |                 | Australia       | -1.5992                 | -.0824      |
|                                |                 | Brazil          | -1.5323                 | -.5572      |
|                                |                 | GB              | -1.7418                 | -.7978      |
|                                |                 | Canada          | -1.5324                 | -.2418      |
|                                |                 | China           | -1.5243                 | -.0479      |
|                                |                 | Netherlands     | -1.6090                 | -.5568      |
|                                |                 | Philippines     | -1.4844                 | -.2667      |
|                                |                 | France          | -.8776                  | .2608       |
|                                |                 | India           | -1.8165                 | -.6307      |
|                                |                 | Indonesia       | -1.8976                 | -.3948      |
|                                |                 | Japan           | -1.3684                 | -.3602      |
|                                |                 | Malaysia        | -1.7147                 | -.4689      |
|                                |                 | Mexico          | -1.6215                 | -.3545      |
|                                |                 | Poland          | -2.0263                 | -.8292      |
|                                |                 | Russia          | -2.1614                 | -.8445      |
|                                |                 | Singapore       | -1.7309                 | -.6714      |
|                                |                 | Spain           | -1.8785                 | -.3617      |
|                                |                 | Switzerland     | -1.3722                 | -.1751      |
| Turkey                         | -1.7424         | -.5772          |                         |             |
| Venezuela                      | -1.7859         | -.5927          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | India           | America         | -.0721                  | .8063       |
|                                |                 | Argentina       | -.7101                  | .5046       |
|                                |                 | Australia       | -.3811                  | 1.1466      |
|                                |                 | Brazil          | -.3171                  | .6748       |
|                                |                 | GB              | -.5269                  | .4344       |
|                                |                 | Canada          | -.3152                  | .9882       |
|                                |                 | China           | -.3063                  | 1.1812      |
|                                |                 | Netherlands     | -.3933                  | .6745       |
|                                |                 | Philippines     | -.2676                  | .9636       |
|                                |                 | France          | .3388                   | 1.4916      |
|                                |                 | Germany         | .6307                   | 1.8165      |
|                                |                 | Indonesia       | -.6795                  | .8342       |
|                                |                 | Japan           | -.1530                  | .8715       |
|                                |                 | Malaysia        | -.4977                  | .7613       |
|                                |                 | Mexico          | -.4045                  | .8755       |
|                                |                 | Poland          | -.8096                  | .4012       |
|                                |                 | Russia          | -.9441                  | .3854       |
|                                |                 | Singapore       | -.5151                  | .5599       |
|                                |                 | Spain           | -.6604                  | .8673       |
|                                |                 | Switzerland     | -.1555                  | 1.0554      |
| Turkey                         | -.5259          | .6534           |                         |             |
| Venezuela                      | -.5693          | .6378           |                         |             |
|                                | Indonesia       | America         | -.3474                  | .9269       |
|                                |                 | Argentina       | -.9429                  | .5827       |
|                                |                 | Australia       | -.5871                  | 1.1978      |
|                                |                 | Brazil          | -.5760                  | .7790       |
|                                |                 | GB              | -.7900                  | .5428       |
|                                |                 | Canada          | -.5394                  | 1.0577      |
|                                |                 | China           | -.5152                  | 1.2354      |
|                                |                 | Netherlands     | -.6425                  | .7690       |
|                                |                 | Philippines     | -.4988                  | 1.0401      |
|                                |                 | France          | .0994                   | 1.5762      |
|                                |                 | Germany         | .3948                   | 1.8976      |
|                                |                 | India           | -.8342                  | .6795       |
|                                |                 | Japan           | -.4076                  | .9714       |
|                                |                 | Malaysia        | -.7262                  | .8350       |
|                                |                 | Mexico          | -.6309                  | .9472       |
|                                |                 | Poland          | -1.0429                 | .4797       |
|                                |                 | Russia          | -1.1660                 | .4525       |
|                                |                 | Singapore       | -.7634                  | .6535       |
|                                |                 | Spain           | -.8664                  | .9185       |
|                                |                 | Switzerland     | -.3887                  | 1.1339      |
| Turkey                         | -.7624          | .7352           |                         |             |
| Venezuela                      | -.8029          | .7167           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Japan           | America         | -.3012                  | .3169       |
|                                |                 | Argentina       | -.9830                  | .0591       |
|                                |                 | Australia       | -.6737                  | .7207       |
|                                |                 | Brazil          | -.5658                  | .2050       |
|                                |                 | GB              | -.7710                  | -.0399      |
|                                |                 | Canada          | -.5948                  | .5493       |
|                                |                 | China           | -.5969                  | .7533       |
|                                |                 | Netherlands     | -.6518                  | .2146       |
|                                |                 | Philippines     | -.5419                  | .5194       |
|                                |                 | France          | .0713                   | 1.0406      |
|                                |                 | Germany         | .3602                   | 1.3684      |
|                                |                 | India           | -.8715                  | .1530       |
|                                |                 | Indonesia       | -.9714                  | .4076       |
|                                |                 | Malaysia        | -.7742                  | .3193       |
|                                |                 | Mexico          | -.6825                  | .4351       |
|                                |                 | Poland          | -1.0822                 | -.0447      |
|                                |                 | Russia          | -1.2255                 | -.0517      |
|                                |                 | Singapore       | -.7744                  | .1008       |
|                                |                 | Spain           | -.9530                  | .4414       |
|                                |                 | Switzerland     | -.4281                  | .6095       |
| Turkey                         | -.7957          | .2048           |                         |             |
| Venezuela                      | -.8415          | .1916           |                         |             |
|                                | Malaysia        | America         | -.2436                  | .7143       |
|                                |                 | Argentina       | -.8712                  | .4022       |
|                                |                 | Australia       | -.5364                  | 1.0383      |
|                                |                 | Brazil          | -.4844                  | .5785       |
|                                |                 | GB              | -.6952                  | .3392       |
|                                |                 | Canada          | -.4744                  | .8838       |
|                                |                 | China           | -.4622                  | 1.0736      |
|                                |                 | Netherlands     | -.5582                  | .5759       |
|                                |                 | Philippines     | -.4283                  | .8608       |
|                                |                 | France          | .1761                   | 1.3907      |
|                                |                 | Germany         | .4689                   | 1.7147      |
|                                |                 | India           | -.7613                  | .4977       |
|                                |                 | Indonesia       | -.8350                  | .7262       |
|                                |                 | Japan           | -.3193                  | .7742       |
|                                |                 | Mexico          | -.5642                  | .7717       |
|                                |                 | Poland          | -.9708                  | .2989       |
|                                |                 | Russia          | -1.1028                 | .2805       |
|                                |                 | Singapore       | -.6798                  | .4611       |
|                                |                 | Spain           | -.8157                  | .7590       |
|                                |                 | Switzerland     | -.3167                  | .9530       |
| Turkey                         | -.6878          | .5518           |                         |             |
| Venezuela                      | -.7305          | .5355           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Mexico          | America         | -.3611                  | .6242       |
|                                |                 | Argentina       | -.9854                  | .3088       |
|                                |                 | Australia       | -.6486                  | .9430       |
|                                |                 | Brazil          | -.6006                  | .4872       |
|                                |                 | GB              | -.8117                  | .2482       |
|                                |                 | Canada          | -.5879                  | .7898       |
|                                |                 | China           | -.5746                  | .9785       |
|                                |                 | Netherlands     | -.6736                  | .4838       |
|                                |                 | Philippines     | -.5423                  | .7673       |
|                                |                 | France          | .0615                   | 1.2978      |
|                                |                 | Germany         | .3545                   | 1.6215      |
|                                |                 | India           | -.8755                  | .4045       |
|                                |                 | Indonesia       | -.9472                  | .6309       |
|                                |                 | Japan           | -.4351                  | .6825       |
|                                |                 | Malaysia        | -.7717                  | .5642       |
|                                |                 | Poland          | -1.0850                 | .2055       |
|                                |                 | Russia          | -1.2161                 | .1863       |
|                                |                 | Singapore       | -.7951                  | .3689       |
|                                |                 | Spain           | -.9279                  | .6637       |
|                                |                 | Switzerland     | -.4308                  | .8597       |
| Turkey                         | -.8022          | .4587           |                         |             |
| Venezuela                      | -.8447          | .4422           |                         |             |
|                                | Poland          | America         | .1245                   | 1.0181      |
|                                |                 | Argentina       | -.5114                  | .7144       |
|                                |                 | Australia       | -.1813                  | 1.3552      |
|                                |                 | Brazil          | -.1197                  | .8857       |
|                                |                 | GB              | -.3296                  | .6456       |
|                                |                 | Canada          | -.1161                  | 1.1975      |
|                                |                 | China           | -.1066                  | 1.3899      |
|                                |                 | Netherlands     | -.1953                  | .8850       |
|                                |                 | Philippines     | -.0688                  | 1.1733      |
|                                |                 | France          | .5371                   | 1.7016      |
|                                |                 | Germany         | .8292                   | 2.0263      |
|                                |                 | India           | -.4012                  | .8096       |
|                                |                 | Indonesia       | -.4797                  | 1.0429      |
|                                |                 | Japan           | .0447                   | 1.0822      |
|                                |                 | Malaysia        | -.2989                  | .9708       |
|                                |                 | Mexico          | -.2055                  | 1.0850      |
|                                |                 | Russia          | -.7449                  | .5946       |
|                                |                 | Singapore       | -.3171                  | .7704       |
|                                |                 | Spain           | -.4606                  | 1.0759      |
|                                |                 | Switzerland     | .0432                   | 1.2651      |
| Turkey                         | -.3273          | .8633           |                         |             |
| Venezuela                      | -.3706          | .8476           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Russia          | America         | .1221                   | 1.1708      |
|                                |                 | Argentina       | -.4949                  | .8482       |
|                                |                 | Australia       | -.1537                  | 1.4779      |
|                                |                 | Brazil          | -.1145                  | 1.0309      |
|                                |                 | GB              | -.3264                  | .7927       |
|                                |                 | Canada          | -.0960                  | 1.3277      |
|                                |                 | China           | -.0802                  | 1.5138      |
|                                |                 | Netherlands     | -.1859                  | 1.0259      |
|                                |                 | Philippines     | -.0516                  | 1.3064      |
|                                |                 | France          | .5509                   | 1.8382      |
|                                |                 | Germany         | .8445                   | 2.1614      |
|                                |                 | India           | -.3854                  | .9441       |
|                                |                 | Indonesia       | -.4525                  | 1.1660      |
|                                |                 | Japan           | .0517                   | 1.2255      |
|                                |                 | Malaysia        | -.2805                  | 1.1028      |
|                                |                 | Mexico          | -.1863                  | 1.2161      |
|                                |                 | Poland          | -.5946                  | .7449       |
|                                |                 | Singapore       | -.3073                  | .9108       |
|                                |                 | Spain           | -.4330                  | 1.1986      |
|                                |                 | Switzerland     | .0595                   | 1.3991      |
| Turkey                         | -.3124          | .9987           |                         |             |
| Venezuela                      | -.3544          | .9817           |                         |             |
|                                | Singapore       | America         | -.0046                  | .6939       |
|                                |                 | Argentina       | -.6711                  | .4207       |
|                                |                 | Australia       | -.3556                  | 1.0762      |
|                                |                 | Brazil          | -.2620                  | .5748       |
|                                |                 | GB              | -.4688                  | .3315       |
|                                |                 | Canada          | -.2807                  | .9088       |
|                                |                 | China           | -.2794                  | 1.1095      |
|                                |                 | Netherlands     | -.3446                  | .5809       |
|                                |                 | Philippines     | -.2295                  | .8806       |
|                                |                 | France          | .3815                   | 1.4040      |
|                                |                 | Germany         | .6714                   | 1.7309      |
|                                |                 | India           | -.5599                  | .5151       |
|                                |                 | Indonesia       | -.6535                  | .7634       |
|                                |                 | Japan           | -.1008                  | .7744       |
|                                |                 | Malaysia        | -.4611                  | .6798       |
|                                |                 | Mexico          | -.3689                  | .7951       |
|                                |                 | Poland          | -.7704                  | .3171       |
|                                |                 | Russia          | -.9108                  | .3073       |
|                                |                 | Spain           | -.6349                  | .7969       |
|                                |                 | Switzerland     | -.1162                  | .9712       |
| Turkey                         | -.4847          | .5674           |                         |             |
| Venezuela                      | -.5298          | .5534           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Spain           | America         | -.3818                  | .9091       |
|                                |                 | Argentina       | -.9760                  | .5636       |
|                                |                 | Australia       | -.6191                  | 1.1777      |
|                                |                 | Brazil          | -.6099                  | .7607       |
|                                |                 | GB              | -.8240                  | .5246       |
|                                |                 | Canada          | -.5721                  | 1.0382      |
|                                |                 | China           | -.5474                  | 1.2154      |
|                                |                 | Netherlands     | -.6761                  | .7504       |
|                                |                 | Philippines     | -.5317                  | 1.0209      |
|                                |                 | France          | .0661                   | 1.5573      |
|                                |                 | Germany         | .3617                   | 1.8785      |
|                                |                 | India           | -.8673                  | .6604       |
|                                |                 | Indonesia       | -.9185                  | .8664       |
|                                |                 | Japan           | -.4414                  | .9530       |
|                                |                 | Malaysia        | -.7590                  | .8157       |
|                                |                 | Mexico          | -.6637                  | .9279       |
|                                |                 | Poland          | -1.0759                 | .4606       |
|                                |                 | Russia          | -1.1986                 | .4330       |
|                                |                 | Singapore       | -.7969                  | .6349       |
|                                |                 | Switzerland     | -.4217                  | 1.1147      |
| Turkey                         | -.7955          | .7162           |                         |             |
| Venezuela                      | -.8359          | .6976           |                         |             |
|                                | Switzerland     | America         | -.5297                  | .3640       |
|                                |                 | Argentina       | -1.1656                 | .0602       |
|                                |                 | Australia       | -.8355                  | .7010       |
|                                |                 | Brazil          | -.7738                  | .2316       |
|                                |                 | GB              | -.9838                  | -.0086      |
|                                |                 | Canada          | -.7703                  | .5434       |
|                                |                 | China           | -.7608                  | .7358       |
|                                |                 | Netherlands     | -.8495                  | .2308       |
|                                |                 | Philippines     | -.7230                  | .5191       |
|                                |                 | France          | -.1170                  | 1.0475      |
|                                |                 | Germany         | .1751                   | 1.3722      |
|                                |                 | India           | -1.0554                 | .1555       |
|                                |                 | Indonesia       | -1.1339                 | .3887       |
|                                |                 | Japan           | -.6095                  | .4281       |
|                                |                 | Malaysia        | -.9530                  | .3167       |
|                                |                 | Mexico          | -.8597                  | .4308       |
|                                |                 | Poland          | -1.2651                 | -.0432      |
|                                |                 | Russia          | -1.3991                 | -.0595      |
|                                |                 | Singapore       | -.9712                  | .1162       |
|                                |                 | Spain           | -1.1147                 | .4217       |
| Turkey                         | -.9815          | .2091           |                         |             |
| Venezuela                      | -1.0248         | .1934           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable             | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------------------|-----------------|-----------------|-------------------------|-------------|
|                                |                 |                 | Lower Bound             | Upper Bound |
| 10<br>Unreliable/Unintelligent | Turkey          | America         | -.1218                  | .7285       |
|                                |                 | Argentina       | -.7638                  | .4308       |
|                                |                 | Australia       | -.4369                  | 1.0748      |
|                                |                 | Brazil          | -.3685                  | .5986       |
|                                |                 | GB              | -.5779                  | .3579       |
|                                |                 | Canada          | -.3696                  | .9150       |
|                                |                 | China           | -.3619                  | 1.1093      |
|                                |                 | Netherlands     | -.4456                  | .5993       |
|                                |                 | Philippines     | -.3214                  | .8899       |
|                                |                 | France          | .2856                   | 1.4172      |
|                                |                 | Germany         | .5772                   | 1.7424      |
|                                |                 | India           | -.6534                  | .5259       |
|                                |                 | Indonesia       | -.7352                  | .7624       |
|                                |                 | Japan           | -.2048                  | .7957       |
|                                |                 | Malaysia        | -.5518                  | .6878       |
|                                |                 | Mexico          | -.4587                  | .8022       |
|                                |                 | Poland          | -.8633                  | .3273       |
|                                |                 | Russia          | -.9987                  | .3124       |
|                                |                 | Singapore       | -.5674                  | .4847       |
|                                |                 | Spain           | -.7162                  | .7955       |
| Switzerland                    | -.2091          | .9815           |                         |             |
| Venezuela                      | -.6229          | .5639           |                         |             |
|                                | Venezuela       | America         | -.1114                  | .7771       |
|                                |                 | Argentina       | -.7480                  | .4740       |
|                                |                 | Australia       | -.4183                  | 1.1152      |
|                                |                 | Brazil          | -.3558                  | .6450       |
|                                |                 | GB              | -.5657                  | .4048       |
|                                |                 | Canada          | -.3528                  | .9573       |
|                                |                 | China           | -.3436                  | 1.1499      |
|                                |                 | Netherlands     | -.4317                  | .6444       |
|                                |                 | Philippines     | -.3055                  | .9330       |
|                                |                 | France          | .3007                   | 1.4612      |
|                                |                 | Germany         | .5927                   | 1.7859      |
|                                |                 | India           | -.6378                  | .5693       |
|                                |                 | Indonesia       | -.7167                  | .8029       |
|                                |                 | Japan           | -.1916                  | .8415       |
|                                |                 | Malaysia        | -.5355                  | .7305       |
|                                |                 | Mexico          | -.4422                  | .8447       |
|                                |                 | Poland          | -.8476                  | .3706       |
|                                |                 | Russia          | -.9817                  | .3544       |
|                                |                 | Singapore       | -.5534                  | .5298       |
|                                |                 | Spain           | -.6976                  | .8359       |
| Switzerland                    | -.1934          | 1.0248          |                         |             |
| Turkey                         | -.5639          | .6229           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent     | America         | Argentina       | -2.6113                 | -.5994      |
|                    |                 | Australia       | -1.9123                 | .9767       |
|                    |                 | Brazil          | .1710                   | 1.4298      |
|                    |                 | GB              | -.7730                  | .3607       |
|                    |                 | Canada          | -.5525                  | 1.7202      |
|                    |                 | China           | -1.9318                 | .8503       |
|                    |                 | Netherlands     | -1.9179                 | -.3792      |
|                    |                 | Philippines     | -1.1448                 | .9166       |
|                    |                 | France          | -.8968                  | .9235       |
|                    |                 | Germany         | -.9714                  | .9520       |
|                    |                 | India           | -.8274                  | 1.1386      |
|                    |                 | Indonesia       | -2.1299                 | .7221       |
|                    |                 | Japan           | -1.6932                 | -.3099      |
|                    |                 | Malaysia        | -1.2954                 | .8486       |
|                    |                 | Mexico          | -2.4357                 | -.2304      |
|                    |                 | Poland          | .1779                   | 2.1780      |
|                    |                 | Russia          | -1.1670                 | 1.1802      |
|                    |                 | Singapore       | -1.1751                 | .3884       |
|                    |                 | Spain           | -1.6420                 | 1.2470      |
|                    |                 | Switzerland     | -1.0158                 | .9843       |
| Turkey             | -.4485          | 1.4547          |                         |             |
| Venezuela          | -1.8733         | .1152           |                         |             |
|                    | Argentina       | America         | .5994                   | 2.6113      |
|                    |                 | Australia       | -.5853                  | 2.8604      |
|                    |                 | Brazil          | 1.2753                  | 3.5361      |
|                    |                 | GB              | .3024                   | 2.4959      |
|                    |                 | Canada          | .7151                   | 3.6632      |
|                    |                 | China           | -.6137                  | 2.7428      |
|                    |                 | Netherlands     | -.7571                  | 1.6707      |
|                    |                 | Philippines     | .0969                   | 2.8855      |
|                    |                 | France          | .3110                   | 2.9263      |
|                    |                 | Germany         | .2515                   | 2.9396      |
|                    |                 | India           | .4016                   | 3.1203      |
|                    |                 | Indonesia       | -.8060                  | 2.6088      |
|                    |                 | Japan           | -.5624                  | 1.7700      |
|                    |                 | Malaysia        | -.0431                  | 2.8070      |
|                    |                 | Mexico          | -1.1760                 | 1.7205      |
|                    |                 | Poland          | 1.4116                  | 4.1551      |
|                    |                 | Russia          | .1089                   | 3.1149      |
|                    |                 | Singapore       | -.0098                  | 2.4338      |
|                    |                 | Spain           | -.3151                  | 3.1307      |
|                    |                 | Switzerland     | .2178                   | 2.9613      |
| Turkey             | .7715           | 3.4452          |                         |             |
| Venezuela          | -.6413          | 2.0938          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent     | Australia       | America         | -.9767                  | 1.9123      |
|                    |                 | Argentina       | -2.8604                 | .5853       |
|                    |                 | Brazil          | -.2656                  | 2.8019      |
|                    |                 | GB              | -1.2476                 | 1.7708      |
|                    |                 | Canada          | -.7505                  | 2.8537      |
|                    |                 | China           | -2.0456                 | 1.8997      |
|                    |                 | Netherlands     | -2.2770                 | .9156       |
|                    |                 | Philippines     | -1.3838                 | 2.0912      |
|                    |                 | France          | -1.1876                 | 2.1499      |
|                    |                 | Germany         | -1.2394                 | 2.1555      |
|                    |                 | India           | -1.0862                 | 2.3330      |
|                    |                 | Indonesia       | -2.2336                 | 1.7613      |
|                    |                 | Japan           | -2.0941                 | 1.0266      |
|                    |                 | Malaysia        | -1.5178                 | 2.0067      |
|                    |                 | Mexico          | -2.6463                 | .9158       |
|                    |                 | Poland          | -.0737                  | 3.3652      |
|                    |                 | Russia          | -1.3514                 | 2.3002      |
|                    |                 | Singapore       | -1.5279                 | 1.6768      |
|                    |                 | Spain           | -1.7404                 | 2.2810      |
|                    |                 | Switzerland     | -1.2674                 | 2.1715      |
| Turkey             | -.7209          | 2.6626          |                         |             |
| Venezuela          | -2.1273         | 1.3048          |                         |             |
|                    | Brazil          | America         | -1.4298                 | -.1710      |
|                    |                 | Argentina       | -3.5361                 | -1.2753     |
|                    |                 | Australia       | -2.8019                 | .2656       |
|                    |                 | GB              | -1.7728                 | -.2403      |
|                    |                 | Canada          | -1.4644                 | 1.0313      |
|                    |                 | China           | -2.8247                 | .1424       |
|                    |                 | Netherlands     | -2.8750                 | -1.0228     |
|                    |                 | Philippines     | -2.0670                 | .2380       |
|                    |                 | France          | -1.8331                 | .2590       |
|                    |                 | Germany         | -1.9013                 | .2811       |
|                    |                 | India           | -1.7548                 | .4652       |
|                    |                 | Indonesia       | -3.0206                 | .0120       |
|                    |                 | Japan           | -2.6646                 | -.9393      |
|                    |                 | Malaysia        | -2.2133                 | .1658       |
|                    |                 | Mexico          | -3.3507                 | -.9162      |
|                    |                 | Poland          | -.7475                  | 1.5027      |
|                    |                 | Russia          | -2.0756                 | .4881       |
|                    |                 | Singapore       | -2.1301                 | -.2573      |
|                    |                 | Spain           | -2.5317                 | .5359       |
|                    |                 | Switzerland     | -1.9413                 | .3090       |
| Turkey             | -1.3796         | .7850           |                         |             |
| Venezuela          | -2.7994         | -.5594          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent     | GB              | America         | -.3607                  | .7730       |
|                    |                 | Argentina       | -2.4959                 | -.3024      |
|                    |                 | Australia       | -1.7708                 | 1.2476      |
|                    |                 | Brazil          | .2403                   | 1.7728      |
|                    |                 | Canada          | -.4275                  | 2.0075      |
|                    |                 | China           | -1.7927                 | 1.1235      |
|                    |                 | Netherlands     | -1.8271                 | -.0575      |
|                    |                 | Philippines     | -1.0275                 | 1.2116      |
|                    |                 | France          | -.7901                  | 1.2291      |
|                    |                 | Germany         | -.8599                  | 1.2528      |
|                    |                 | India           | -.7140                  | 1.4376      |
|                    |                 | Indonesia       | -1.9892                 | .9937       |
|                    |                 | Japan           | -1.6135                 | .0228       |
|                    |                 | Malaysia        | -1.1748                 | 1.1404      |
|                    |                 | Mexico          | -2.3130                 | .0592       |
|                    |                 | Poland          | .2928                   | 2.4755      |
|                    |                 | Russia          | -1.0396                 | 1.4651      |
|                    |                 | Singapore       | -1.0827                 | .7085       |
|                    |                 | Spain           | -1.5005                 | 1.5178      |
|                    |                 | Switzerland     | -.9010                  | 1.2818      |
| Turkey             | -.3379          | 1.7564          |                         |             |
| Venezuela          | -1.7589         | .4132           |                         |             |
|                    | Canada          | America         | -1.7202                 | .5525       |
|                    |                 | Argentina       | -3.6632                 | -.7151      |
|                    |                 | Australia       | -2.8537                 | .7505       |
|                    |                 | Brazil          | -1.0313                 | 1.4644      |
|                    |                 | GB              | -2.0075                 | .4275       |
|                    |                 | China           | -2.8841                 | .6350       |
|                    |                 | Netherlands     | -3.0563                 | -.4084      |
|                    |                 | Philippines     | -2.1890                 | .7932       |
|                    |                 | France          | -1.9810                 | .8399       |
|                    |                 | Germany         | -2.0378                 | .8507       |
|                    |                 | India           | -1.8867                 | 1.0303      |
|                    |                 | Indonesia       | -3.0750                 | .4996       |
|                    |                 | Japan           | -2.8657                 | -.3050      |
|                    |                 | Malaysia        | -2.3271                 | .7127       |
|                    |                 | Mexico          | -3.4586                 | -.3752      |
|                    |                 | Poland          | -.8759                  | 2.0642      |
|                    |                 | Russia          | -2.1704                 | 1.0160      |
|                    |                 | Singapore       | -2.3083                 | .3541       |
|                    |                 | Spain           | -2.5835                 | 1.0208      |
|                    |                 | Switzerland     | -2.0697                 | .8705       |
| Turkey             | -1.5183         | 1.3568          |                         |             |
| Venezuela          | -2.9290         | .0033           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 11 Independent     | China           | America         | -.8503                  | 1.9318      |        |
|                    |                 | Argentina       | -2.7428                 | .6137       |        |
|                    |                 | Australia       | -1.8997                 | 2.0456      |        |
|                    |                 | Brazil          | -.1424                  | 2.8247      |        |
|                    |                 | GB              | -1.1235                 | 1.7927      |        |
|                    |                 | Canada          | -.6350                  | 2.8841      |        |
|                    |                 | Netherlands     | -2.1558                 | .9404       |        |
|                    |                 | Philippines     | -1.2666                 | 2.1199      |        |
|                    |                 | France          | -1.0686                 | 2.1768      |        |
|                    |                 | Germany         | -1.1211                 | 2.1832      |        |
|                    |                 | India           | -.9683                  | 2.3610      |        |
|                    |                 | Indonesia       | -2.1223                 | 1.7960      |        |
|                    |                 | Japan           | -1.9718                 | 1.0502      |        |
|                    |                 | Malaysia        | -1.4013                 | 2.0361      |        |
|                    |                 | Mexico          | -2.5303                 | .9457       |        |
|                    |                 | Poland          | .0440                   | 3.3935      |        |
|                    |                 | Russia          | -1.2365                 | 2.3312      |        |
|                    |                 | Singapore       | -1.4068                 | 1.7017      |        |
|                    |                 | Spain           | -1.6294                 | 2.3159      |        |
|                    |                 | Switzerland     | -1.1498                 | 2.1998      |        |
|                    | Turkey          | -.6025          | 2.6901                  |             |        |
|                    | Venezuela       | -2.0096         | 1.3330                  |             |        |
|                    |                 | Netherlands     | America                 | .3792       | 1.9179 |
|                    |                 |                 | Argentina               | -1.6707     | .7571  |
|                    |                 |                 | Australia               | -.9156      | 2.2770 |
|                    |                 |                 | Brazil                  | 1.0228      | 2.8750 |
|                    |                 |                 | GB                      | .0575       | 1.8271 |
|                    |                 |                 | Canada                  | .4084       | 3.0563 |
|                    |                 |                 | China                   | -.9404      | 2.1558 |
|                    |                 |                 | Philippines             | -.2001      | 2.2689 |
|                    |                 |                 | France                  | .0261       | 2.2976 |
|                    |                 |                 | Germany                 | -.0387      | 2.3163 |
|                    |                 |                 | India                   | .1092       | 2.4991 |
|                    | Indonesia       |                 | -1.1350                 | 2.0242      |        |
|                    | Japan           |                 | -.8225                  | 1.1165      |        |
|                    | Malaysia        | -.3440          | 2.1943                  |             |        |
|                    | Mexico          | -1.4797         | 1.1106                  |             |        |
|                    | Poland          | 1.1175          | 3.5355                  |             |        |
|                    | Russia          | -.2010          | 2.5112                  |             |        |
|                    | Singapore       | -.2805          | 1.7909                  |             |        |
|                    | Spain           | -.6453          | 2.5473                  |             |        |
|                    | Switzerland     | -.0762          | 2.3417                  |             |        |
|                    | Turkey          | .4823           | 2.8208                  |             |        |
|                    | Venezuela       | -.9347          | 1.4737                  |             |        |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent     | Philippines     | America         | -.9166                  | 1.1448      |
|                    |                 | Argentina       | -2.8855                 | -.0969      |
|                    |                 | Australia       | -2.0912                 | 1.3838      |
|                    |                 | Brazil          | -.2380                  | 2.0670      |
|                    |                 | GB              | -1.2116                 | 1.0275      |
|                    |                 | Canada          | -.7932                  | 2.1890      |
|                    |                 | China           | -2.1199                 | 1.2666      |
|                    |                 | Netherlands     | -2.2689                 | .2001       |
|                    |                 | France          | -1.1994                 | 1.4542      |
|                    |                 | Germany         | -1.2583                 | 1.4671      |
|                    |                 | India           | -1.1081                 | 1.6475      |
|                    |                 | Indonesia       | -2.3119                 | 1.1323      |
|                    |                 | Japan           | -2.0751                 | .3002       |
|                    |                 | Malaysia        | -1.5519                 | 1.3334      |
|                    |                 | Mexico          | -2.6846                 | .2466       |
|                    |                 | Poland          | -.0980                  | 2.6821      |
|                    |                 | Russia          | -1.3990                 | 1.6404      |
|                    |                 | Singapore       | -1.5215                 | .9630       |
|                    |                 | Spain           | -1.8209                 | 1.6540      |
|                    |                 | Switzerland     | -1.2917                 | 1.4884      |
| Turkey             | -.7385          | 1.9728          |                         |             |
| Venezuela          | -2.1508         | .6209           |                         |             |
|                    | France          | America         | -.9235                  | .8968       |
|                    |                 | Argentina       | -2.9263                 | -.3110      |
|                    |                 | Australia       | -2.1499                 | 1.1876      |
|                    |                 | Brazil          | -.2590                  | 1.8331      |
|                    |                 | GB              | -1.2291                 | .7901       |
|                    |                 | Canada          | -.8399                  | 1.9810      |
|                    |                 | China           | -2.1768                 | 1.0686      |
|                    |                 | Netherlands     | -2.2976                 | -.0261      |
|                    |                 | Philippines     | -1.4542                 | 1.1994      |
|                    |                 | Germany         | -1.2970                 | 1.2509      |
|                    |                 | India           | -1.1478                 | 1.4324      |
|                    |                 | Indonesia       | -2.3700                 | .9355       |
|                    |                 | Japan           | -2.0995                 | .0698       |
|                    |                 | Malaysia        | -1.5958                 | 1.1224      |
|                    |                 | Mexico          | -2.7298                 | .0371       |
|                    |                 | Poland          | -.1385                  | 2.4678      |
|                    |                 | Russia          | -1.4473                 | 1.4339      |
|                    |                 | Singapore       | -1.5508                 | .7376       |
|                    |                 | Spain           | -1.8796                 | 1.4579      |
|                    |                 | Switzerland     | -1.3322                 | 1.2741      |
| Turkey             | -.7766          | 1.7561          |                         |             |
| Venezuela          | -2.1911         | .4063           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent     | Germany         | America         | -.9520                  | .9714       |
|                    |                 | Argentina       | -2.9396                 | -.2515      |
|                    |                 | Australia       | -2.1555                 | 1.2394      |
|                    |                 | Brazil          | -.2811                  | 1.9013      |
|                    |                 | GB              | -1.2528                 | .8599       |
|                    |                 | Canada          | -.8507                  | 2.0378      |
|                    |                 | China           | -2.1832                 | 1.1211      |
|                    |                 | Netherlands     | -2.3163                 | .0387       |
|                    |                 | Philippines     | -1.4671                 | 1.2583      |
|                    |                 | France          | -1.2509                 | 1.2970      |
|                    |                 | India           | -1.1616                 | 1.4923      |
|                    |                 | Indonesia       | -2.3759                 | .9875       |
|                    |                 | Japan           | -2.1201                 | .1364       |
|                    |                 | Malaysia        | -1.6078                 | 1.1805      |
|                    |                 | Mexico          | -2.7412                 | .0945       |
|                    |                 | Poland          | -.1519                  | 2.5274      |
|                    |                 | Russia          | -1.4574                 | 1.4901      |
|                    |                 | Singapore       | -1.5692                 | .8020       |
|                    |                 | Spain           | -1.8852                 | 1.5096      |
|                    |                 | Switzerland     | -1.3457                 | 1.3336      |
| Turkey             | -.7911          | 1.8167          |                         |             |
| Venezuela          | -2.2046         | .4660           |                         |             |
|                    | India           | America         | -1.1386                 | .8274       |
|                    |                 | Argentina       | -3.1203                 | -.4016      |
|                    |                 | Australia       | -2.3330                 | 1.0862      |
|                    |                 | Brazil          | -.4652                  | 1.7548      |
|                    |                 | GB              | -1.4376                 | .7140       |
|                    |                 | Canada          | -1.0303                 | 1.8867      |
|                    |                 | China           | -2.3610                 | .9683       |
|                    |                 | Netherlands     | -2.4991                 | -.1092      |
|                    |                 | Philippines     | -1.6475                 | 1.1081      |
|                    |                 | France          | -1.4324                 | 1.1478      |
|                    |                 | Germany         | -1.4923                 | 1.1616      |
|                    |                 | Indonesia       | -2.5535                 | .8344       |
|                    |                 | Japan           | -2.3036                 | -.0107      |
|                    |                 | Malaysia        | -1.7879                 | 1.0300      |
|                    |                 | Mexico          | -2.9211                 | -.0563      |
|                    |                 | Poland          | -.3327                  | 2.3774      |
|                    |                 | Russia          | -1.6367                 | 1.3387      |
|                    |                 | Singapore       | -1.7519                 | .6540       |
|                    |                 | Spain           | -2.0627                 | 1.3564      |
|                    |                 | Switzerland     | -1.5264                 | 1.1836      |
| Turkey             | -.9722          | 1.6671          |                         |             |
| Venezuela          | -2.3854         | .3161           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent     | Indonesia       | America         | -.7221                  | 2.1299      |
|                    |                 | Argentina       | -2.6088                 | .8060       |
|                    |                 | Australia       | -1.7613                 | 2.2336      |
|                    |                 | Brazil          | -.0120                  | 3.0206      |
|                    |                 | GB              | -.9937                  | 1.9892      |
|                    |                 | Canada          | -.4996                  | 3.0750      |
|                    |                 | China           | -1.7960                 | 2.1223      |
|                    |                 | Netherlands     | -2.0242                 | 1.1350      |
|                    |                 | Philippines     | -1.1323                 | 2.3119      |
|                    |                 | France          | -.9355                  | 2.3700      |
|                    |                 | Germany         | -.9875                  | 2.3759      |
|                    |                 | India           | -.8344                  | 2.5535      |
|                    |                 | Japan           | -1.8408                 | 1.2456      |
|                    |                 | Malaysia        | -1.2665                 | 2.2276      |
|                    |                 | Mexico          | -2.3952                 | 1.1369      |
|                    |                 | Poland          | .1780                   | 3.5858      |
|                    |                 | Russia          | -1.1007                 | 2.5217      |
|                    |                 | Singapore       | -1.2750                 | 1.8962      |
|                    |                 | Spain           | -1.4910                 | 2.5038      |
|                    |                 | Switzerland     | -1.0157                 | 2.3920      |
| Turkey             | -.4689          | 2.8829          |                         |             |
| Venezuela          | -1.8756         | 1.5254          |                         |             |
|                    | Japan           | America         | .3099                   | 1.6932      |
|                    |                 | Argentina       | -1.7700                 | .5624       |
|                    |                 | Australia       | -1.0266                 | 2.0941      |
|                    |                 | Brazil          | .9393                   | 2.6646      |
|                    |                 | GB              | -.0228                  | 1.6135      |
|                    |                 | Canada          | .3050                   | 2.8657      |
|                    |                 | China           | -1.0502                 | 1.9718      |
|                    |                 | Netherlands     | -1.1165                 | .8225       |
|                    |                 | Philippines     | -.3002                  | 2.0751      |
|                    |                 | France          | -.0698                  | 2.0995      |
|                    |                 | Germany         | -.1364                  | 2.1201      |
|                    |                 | India           | .0107                   | 2.3036      |
|                    |                 | Indonesia       | -1.2456                 | 1.8408      |
|                    |                 | Malaysia        | -.4454                  | 2.0018      |
|                    |                 | Mexico          | -1.5821                 | .9190       |
|                    |                 | Poland          | 1.0184                  | 3.3406      |
|                    |                 | Russia          | -.3054                  | 2.3217      |
|                    |                 | Singapore       | -.3712                  | 1.5876      |
|                    |                 | Spain           | -.7563                  | 2.3644      |
|                    |                 | Switzerland     | -.1753                  | 2.1469      |
| Turkey             | .3849           | 2.6242          |                         |             |
| Venezuela          | -1.0336         | 1.2786          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 11 Independent     | Malaysia        | America         | -.8486                  | 1.2954      |        |
|                    |                 | Argentina       | -2.8070                 | .0431       |        |
|                    |                 | Australia       | -2.0067                 | 1.5178      |        |
|                    |                 | Brazil          | -.1658                  | 2.2133      |        |
|                    |                 | GB              | -1.1404                 | 1.1748      |        |
|                    |                 | Canada          | -.7127                  | 2.3271      |        |
|                    |                 | China           | -2.0361                 | 1.4013      |        |
|                    |                 | Netherlands     | -2.1943                 | .3440       |        |
|                    |                 | Philippines     | -1.3334                 | 1.5519      |        |
|                    |                 | France          | -1.1224                 | 1.5958      |        |
|                    |                 | Germany         | -1.1805                 | 1.6078      |        |
|                    |                 | India           | -1.0300                 | 1.7879      |        |
|                    |                 | Indonesia       | -2.2276                 | 1.2665      |        |
|                    |                 | Japan           | -2.0018                 | .4454       |        |
|                    |                 | Mexico          | -2.6046                 | .3852       |        |
|                    |                 | Poland          | -.0195                  | 2.8222      |        |
|                    |                 | Russia          | -1.3180                 | 1.7779      |        |
|                    |                 | Singapore       | -1.4466                 | 1.1067      |        |
|                    |                 | Spain           | -1.7364                 | 1.7881      |        |
|                    |                 | Switzerland     | -1.2133                 | 1.6285      |        |
|                    | Turkey          | -.6608          | 2.1137                  |             |        |
|                    | Venezuela       | -2.0725         | .7612                   |             |        |
|                    |                 | Mexico          | America                 | .2304       | 2.4357 |
|                    |                 |                 | Argentina               | -1.7205     | 1.1760 |
|                    |                 |                 | Australia               | -.9158      | 2.6463 |
|                    |                 |                 | Brazil                  | .9162       | 3.3507 |
|                    |                 |                 | GB                      | -.0592      | 2.3130 |
|                    |                 |                 | Canada                  | .3752       | 3.4586 |
|                    |                 |                 | China                   | -.9457      | 2.5303 |
|                    |                 |                 | Netherlands             | -1.1106     | 1.4797 |
|                    |                 |                 | Philippines             | -.2466      | 2.6846 |
|                    |                 |                 | France                  | -.0371      | 2.7298 |
|                    |                 |                 | Germany                 | -.0945      | 2.7412 |
|                    | India           |                 | .0563                   | 2.9211      |        |
|                    | Indonesia       |                 | -1.1369                 | 2.3952      |        |
|                    | Japan           | -.9190          | 1.5821                  |             |        |
|                    | Malaysia        | -.3852          | 2.6046                  |             |        |
|                    | Poland          | 1.0669          | 3.9552                  |             |        |
|                    | Russia          | -.2297          | 2.9090                  |             |        |
|                    | Singapore       | -.3628          | 2.2423                  |             |        |
|                    | Spain           | -.6455          | 2.9166                  |             |        |
|                    | Switzerland     | -.1269          | 2.7615                  |             |        |
|                    | Turkey          | .4251           | 3.2472                  |             |        |
|                    | Venezuela       | -.9861          | 1.8942                  |             |        |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent     | Poland          | America         | -2.1780                 | -.1779      |
|                    |                 | Argentina       | -4.1551                 | -1.4116     |
|                    |                 | Australia       | -3.3652                 | .0737       |
|                    |                 | Brazil          | -1.5027                 | .7475       |
|                    |                 | GB              | -2.4755                 | -.2928      |
|                    |                 | Canada          | -2.0642                 | .8759       |
|                    |                 | China           | -3.3935                 | -.0440      |
|                    |                 | Netherlands     | -3.5355                 | -1.1175     |
|                    |                 | Philippines     | -2.6821                 | .0980       |
|                    |                 | France          | -2.4678                 | .1385       |
|                    |                 | Germany         | -2.5274                 | .1519       |
|                    |                 | India           | -2.3774                 | .3327       |
|                    |                 | Indonesia       | -3.5858                 | -.1780      |
|                    |                 | Japan           | -3.3406                 | -1.0184     |
|                    |                 | Malaysia        | -2.8222                 | .0195       |
|                    |                 | Mexico          | -3.9552                 | -1.0669     |
|                    |                 | Russia          | -2.6704                 | .3277       |
|                    |                 | Singapore       | -2.7882                 | -.3544      |
|                    |                 | Spain           | -3.0949                 | .3439       |
|                    |                 | Switzerland     | -2.5612                 | .1737       |
| Turkey             | -2.0073         | .6575           |                         |             |
| Venezuela          | -3.4202         | -.6938          |                         |             |
|                    | Russia          | America         | -1.1802                 | 1.1670      |
|                    |                 | Argentina       | -3.1149                 | -.1089      |
|                    |                 | Australia       | -2.3002                 | 1.3514      |
|                    |                 | Brazil          | -.4881                  | 2.0756      |
|                    |                 | GB              | -1.4651                 | 1.0396      |
|                    |                 | Canada          | -1.0160                 | 2.1704      |
|                    |                 | China           | -2.3312                 | 1.2365      |
|                    |                 | Netherlands     | -2.5112                 | .2010       |
|                    |                 | Philippines     | -1.6404                 | 1.3990      |
|                    |                 | France          | -1.4339                 | 1.4473      |
|                    |                 | Germany         | -1.4901                 | 1.4574      |
|                    |                 | India           | -1.3387                 | 1.6367      |
|                    |                 | Indonesia       | -2.5217                 | 1.1007      |
|                    |                 | Japan           | -2.3217                 | .3054       |
|                    |                 | Malaysia        | -1.7779                 | 1.3180      |
|                    |                 | Mexico          | -2.9090                 | .2297       |
|                    |                 | Poland          | -.3277                  | 2.6704      |
|                    |                 | Singapore       | -1.7631                 | .9632       |
|                    |                 | Spain           | -2.0300                 | 1.6217      |
|                    |                 | Switzerland     | -1.5214                 | 1.4767      |
| Turkey             | -.9707          | 1.9636          |                         |             |
| Venezuela          | -2.3808         | .6096           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 11 Independent     | Singapore       | America         | -.3884                  | 1.1751      |        |
|                    |                 | Argentina       | -2.4338                 | .0098       |        |
|                    |                 | Australia       | -1.6768                 | 1.5279      |        |
|                    |                 | Brazil          | .2573                   | 2.1301      |        |
|                    |                 | GB              | -.7085                  | 1.0827      |        |
|                    |                 | Canada          | -.3541                  | 2.3083      |        |
|                    |                 | China           | -1.7017                 | 1.4068      |        |
|                    |                 | Netherlands     | -1.7909                 | .2805       |        |
|                    |                 | Philippines     | -.9630                  | 1.5215      |        |
|                    |                 | France          | -.7376                  | 1.5508      |        |
|                    |                 | Germany         | -.8020                  | 1.5692      |        |
|                    |                 | India           | -.6540                  | 1.7519      |        |
|                    |                 | Indonesia       | -1.8962                 | 1.2750      |        |
|                    |                 | Japan           | -1.5876                 | .3712       |        |
|                    |                 | Malaysia        | -1.1067                 | 1.4466      |        |
|                    |                 | Mexico          | -2.2423                 | .3628       |        |
|                    |                 | Poland          | .3544                   | 2.7882      |        |
|                    |                 | Russia          | -.9632                  | 1.7631      |        |
|                    |                 | Spain           | -1.4065                 | 1.7981      |        |
|                    |                 | Switzerland     | -.8394                  | 1.5945      |        |
|                    | Turkey          | -.2811          | 2.0738                  |             |        |
|                    | Venezuela       | -1.6979         | .7265                   |             |        |
|                    |                 | Spain           | America                 | -1.2470     | 1.6420 |
|                    |                 |                 | Argentina               | -3.1307     | .3151  |
|                    |                 |                 | Australia               | -2.2810     | 1.7404 |
|                    |                 |                 | Brazil                  | -.5359      | 2.5317 |
|                    |                 |                 | GB                      | -1.5178     | 1.5005 |
|                    |                 |                 | Canada                  | -1.0208     | 2.5835 |
|                    |                 |                 | China                   | -2.3159     | 1.6294 |
|                    |                 |                 | Netherlands             | -2.5473     | .6453  |
|                    |                 |                 | Philippines             | -1.6540     | 1.8209 |
|                    | France          |                 | -1.4579                 | 1.8796      |        |
|                    | Germany         |                 | -1.5096                 | 1.8852      |        |
|                    | India           | -1.3564         | 2.0627                  |             |        |
|                    | Indonesia       | -2.5038         | 1.4910                  |             |        |
|                    | Japan           | -2.3644         | .7563                   |             |        |
|                    | Malaysia        | -1.7881         | 1.7364                  |             |        |
|                    | Mexico          | -2.9166         | .6455                   |             |        |
|                    | Poland          | -.3439          | 3.0949                  |             |        |
|                    | Russia          | -1.6217         | 2.0300                  |             |        |
|                    | Singapore       | -1.7981         | 1.4065                  |             |        |
|                    | Switzerland     | -1.5377         | 1.9012                  |             |        |
|                    | Turkey          | -.9911          | 2.3923                  |             |        |
|                    | Venezuela       | -2.3976         | 1.0346                  |             |        |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 11 Independent     | Switzerland     | America         | -.9843                  | 1.0158      |        |
|                    |                 | Argentina       | -2.9613                 | -.2178      |        |
|                    |                 | Australia       | -2.1715                 | 1.2674      |        |
|                    |                 | Brazil          | -.3090                  | 1.9413      |        |
|                    |                 | GB              | -1.2818                 | .9010       |        |
|                    |                 | Canada          | -.8705                  | 2.0697      |        |
|                    |                 | China           | -2.1998                 | 1.1498      |        |
|                    |                 | Netherlands     | -2.3417                 | .0762       |        |
|                    |                 | Philippines     | -1.4884                 | 1.2917      |        |
|                    |                 | France          | -1.2741                 | 1.3322      |        |
|                    |                 | Germany         | -1.3336                 | 1.3457      |        |
|                    |                 | India           | -1.1836                 | 1.5264      |        |
|                    |                 | Indonesia       | -2.3920                 | 1.0157      |        |
|                    |                 | Japan           | -2.1469                 | .1753       |        |
|                    |                 | Malaysia        | -1.6285                 | 1.2133      |        |
|                    |                 | Mexico          | -2.7615                 | .1269       |        |
|                    |                 | Poland          | -.1737                  | 2.5612      |        |
|                    |                 | Russia          | -1.4767                 | 1.5214      |        |
|                    |                 | Singapore       | -1.5945                 | .8394       |        |
|                    |                 | Spain           | -1.9012                 | 1.5377      |        |
|                    | Turkey          | -.8136          | 1.8512                  |             |        |
|                    | Venezuela       | -2.2265         | .4999                   |             |        |
|                    |                 | Turkey          | America                 | -1.4547     | .4485  |
|                    |                 |                 | Argentina               | -3.4452     | -.7715 |
|                    |                 |                 | Australia               | -2.6626     | .7209  |
|                    |                 |                 | Brazil                  | -.7850      | 1.3796 |
|                    |                 |                 | GB                      | -1.7564     | .3379  |
|                    |                 |                 | Canada                  | -1.3568     | 1.5183 |
|                    |                 |                 | China                   | -2.6901     | .6025  |
|                    |                 |                 | Netherlands             | -2.8208     | -.4823 |
|                    |                 |                 | Philippines             | -1.9728     | .7385  |
|                    |                 |                 | France                  | -1.7561     | .7766  |
|                    |                 |                 | Germany                 | -1.8167     | .7911  |
|                    | India           |                 | -1.6671                 | .9722       |        |
|                    | Indonesia       |                 | -2.8829                 | .4689       |        |
|                    | Japan           | -2.6242         | -.3849                  |             |        |
|                    | Malaysia        | -2.1137         | .6608                   |             |        |
|                    | Mexico          | -3.2472         | -.4251                  |             |        |
|                    | Poland          | -.6575          | 2.0073                  |             |        |
|                    | Russia          | -1.9636         | .9707                   |             |        |
|                    | Singapore       | -2.0738         | .2811                   |             |        |
|                    | Spain           | -2.3923         | .9911                   |             |        |
|                    | Switzerland     | -1.8512         | .8136                   |             |        |
|                    | Venezuela       | -2.7102         | -.0540                  |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 11 Independent          | Venezuela       | America         | -1.1152                 | 1.8733      |
|                         |                 | Argentina       | -2.0938                 | .6413       |
|                         |                 | Australia       | -1.3048                 | 2.1273      |
|                         |                 | Brazil          | .5594                   | 2.7994      |
|                         |                 | GB              | -.4132                  | 1.7589      |
|                         |                 | Canada          | -.0033                  | 2.9290      |
|                         |                 | China           | -1.3330                 | 2.0096      |
|                         |                 | Netherlands     | -1.4737                 | .9347       |
|                         |                 | Philippines     | -.6209                  | 2.1508      |
|                         |                 | France          | -.4063                  | 2.1911      |
|                         |                 | Germany         | -.4660                  | 2.2046      |
|                         |                 | India           | -.3161                  | 2.3854      |
|                         |                 | Indonesia       | -1.5254                 | 1.8756      |
|                         |                 | Japan           | -1.2786                 | 1.0336      |
|                         |                 | Malaysia        | -.7612                  | 2.0725      |
|                         |                 | Mexico          | -1.8942                 | .9861       |
|                         |                 | Poland          | .6938                   | 3.4202      |
| Russia                  | -.6096          | 2.3808          |                         |             |
| Singapore               | -.7265          | 1.6979          |                         |             |
| Spain                   | -1.0346         | 2.3976          |                         |             |
| Switzerland             | -.4999          | 2.2265          |                         |             |
| Turkey                  | .0540           | 2.7102          |                         |             |
| 12 Protective/Sensitive | America         | Argentina       | -1.0506                 | .4432       |
|                         |                 | Australia       | -1.1238                 | 1.0214      |
|                         |                 | Brazil          | -.5396                  | .3950       |
|                         |                 | GB              | -.1116                  | .7301       |
|                         |                 | Canada          | -1.0350                 | .6525       |
|                         |                 | China           | -1.2858                 | .7800       |
|                         |                 | Netherlands     | -.3856                  | .7569       |
|                         |                 | Philippines     | -.8791                  | .6516       |
|                         |                 | France          | -.9366                  | .4150       |
|                         |                 | Germany         | -1.0579                 | .3702       |
|                         |                 | India           | -.8378                  | .6220       |
|                         |                 | Indonesia       | -1.1677                 | .9500       |
|                         |                 | Japan           | .2488                   | 1.2759      |
|                         |                 | Malaysia        | -.8335                  | .7584       |
|                         |                 | Mexico          | -1.1130                 | .5245       |
|                         |                 | Poland          | -.2455                  | 1.2396      |
|                         |                 | Russia          | -.8662                  | .8766       |
| Singapore               | -.7880          | .3729           |                         |             |
| Spain                   | -1.0698         | 1.0754          |                         |             |
| Switzerland             | -.3392          | 1.1459          |                         |             |
| Turkey                  | -1.2897         | .1235           |                         |             |
| Venezuela               | -.7503          | .7262           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Argentina       | America         | - .4432                 | 1.0506      |
|                         |                 | Australia       | -1.0268                 | 1.5317      |
|                         |                 | Brazil          | -.6079                  | 1.0707      |
|                         |                 | GB              | -.2014                  | 1.4273      |
|                         |                 | Canada          | -.9821                  | 1.2070      |
|                         |                 | China           | -1.1954                 | 1.2969      |
|                         |                 | Netherlands     | -.4120                  | 1.3907      |
|                         |                 | Philippines     | -.8453                  | 1.2252      |
|                         |                 | France          | -.9281                  | 1.0138      |
|                         |                 | Germany         | -1.0381                 | .9578       |
|                         |                 | India           | -.8135                  | 1.2052      |
|                         |                 | Indonesia       | -1.0729                 | 1.4626      |
|                         |                 | Japan           | .2001                   | 1.9320      |
|                         |                 | Malaysia        | -.7919                  | 1.3243      |
|                         |                 | Mexico          | -1.0659                 | 1.0848      |
|                         |                 | Poland          | -.2178                  | 1.8193      |
|                         |                 | Russia          | -.8071                  | 1.4249      |
|                         |                 | Singapore       | -.8110                  | 1.0033      |
|                         |                 | Spain           | -.9727                  | 1.5858      |
|                         |                 | Switzerland     | -.3115                  | 1.7256      |
| Turkey                  | -1.2720         | .7132           |                         |             |
| Venezuela               | -.7237          | 1.3071          |                         |             |
|                         | Australia       | America         | -1.0214                 | 1.1238      |
|                         |                 | Argentina       | -1.5317                 | 1.0268      |
|                         |                 | Brazil          | -1.1599                 | 1.1178      |
|                         |                 | GB              | -.7601                  | 1.4811      |
|                         |                 | Canada          | -1.4781                 | 1.1981      |
|                         |                 | China           | -1.6664                 | 1.2630      |
|                         |                 | Netherlands     | -.9484                  | 1.4222      |
|                         |                 | Philippines     | -1.3526                 | 1.2276      |
|                         |                 | France          | -1.4487                 | 1.0295      |
|                         |                 | Germany         | -1.5530                 | .9677       |
|                         |                 | India           | -1.3260                 | 1.2127      |
|                         |                 | Indonesia       | -1.5407                 | 1.4255      |
|                         |                 | Japan           | -.3450                  | 1.9722      |
|                         |                 | Malaysia        | -1.2948                 | 1.3222      |
|                         |                 | Mexico          | -1.5655                 | 1.0794      |
|                         |                 | Poland          | -.7284                  | 1.8250      |
|                         |                 | Russia          | -1.2993                 | 1.4121      |
|                         |                 | Singapore       | -1.3461                 | 1.0334      |
|                         |                 | Spain           | -1.4389                 | 1.5470      |
|                         |                 | Switzerland     | -.8221                  | 1.7313      |
| Turkey                  | -1.7880         | .7242           |                         |             |
| Venezuela               | -1.2350         | 1.3134          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Brazil          | America         | -.3950                  | .5396       |
|                         |                 | Argentina       | -1.0707                 | .6079       |
|                         |                 | Australia       | -1.1178                 | 1.1599      |
|                         |                 | GB              | -.1874                  | .9504       |
|                         |                 | Canada          | -1.0455                 | .8076       |
|                         |                 | China           | -1.2822                 | .9209       |
|                         |                 | Netherlands     | -.4297                  | .9456       |
|                         |                 | Philippines     | -.8972                  | .8143       |
|                         |                 | France          | -.9652                  | .5881       |
|                         |                 | Germany         | -1.0818                 | .5386       |
|                         |                 | India           | -.8598                  | .7886       |
|                         |                 | Indonesia       | -1.1625                 | 1.0893      |
|                         |                 | Japan           | .1941                   | 1.4752      |
|                         |                 | Malaysia        | -.8485                  | .9180       |
|                         |                 | Mexico          | -1.1258                 | .6818       |
|                         |                 | Poland          | -.2661                  | 1.4048      |
|                         |                 | Russia          | -.8743                  | 1.0293      |
|                         |                 | Singapore       | -.8306                  | .5600       |
|                         |                 | Spain           | -1.0637                 | 1.2139      |
|                         |                 | Switzerland     | -.3598                  | 1.3110      |
| Turkey                  | -1.3145         | .2928           |                         |             |
| Venezuela               | -.7713          | .8919           |                         |             |
|                         | GB              | America         | -.7301                  | .1116       |
|                         |                 | Argentina       | -1.4273                 | .2014       |
|                         |                 | Australia       | -1.4811                 | .7601       |
|                         |                 | Brazil          | -.9504                  | .1874       |
|                         |                 | Canada          | -1.4045                 | .4035       |
|                         |                 | China           | -1.6448                 | .5205       |
|                         |                 | Netherlands     | -.7806                  | .5334       |
|                         |                 | Philippines     | -1.2543                 | .4083       |
|                         |                 | France          | -1.3197                 | .1796       |
|                         |                 | Germany         | -1.4375                 | .1312       |
|                         |                 | India           | -1.2159                 | .3817       |
|                         |                 | Indonesia       | -1.5255                 | .6894       |
|                         |                 | Japan           | -.1544                  | 1.0606      |
|                         |                 | Malaysia        | -1.2063                 | .5128       |
|                         |                 | Mexico          | -1.4842                 | .2772       |
|                         |                 | Poland          | -.6225                  | .9982       |
|                         |                 | Russia          | -1.2339                 | .6258       |
|                         |                 | Singapore       | -1.1818                 | .1482       |
|                         |                 | Spain           | -1.4270                 | .8142       |
|                         |                 | Switzerland     | -.7163                  | .9045       |
| Turkey                  | -1.6699         | -.1148          |                         |             |
| Venezuela               | -1.1277         | .4852           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Canada          | America         | -.6525                  | 1.0350      |
|                         |                 | Argentina       | -1.2070                 | .9821       |
|                         |                 | Australia       | -1.1981                 | 1.4781      |
|                         |                 | Brazil          | -.8076                  | 1.0455      |
|                         |                 | GB              | -.4035                  | 1.4045      |
|                         |                 | China           | -1.3682                 | 1.2448      |
|                         |                 | Netherlands     | -.6062                  | 1.3599      |
|                         |                 | Philippines     | -1.0297                 | 1.1847      |
|                         |                 | France          | -1.1169                 | .9777       |
|                         |                 | Germany         | -1.2250                 | .9198       |
|                         |                 | India           | -.9996                  | 1.1663      |
|                         |                 | Indonesia       | -1.2447                 | 1.4095      |
|                         |                 | Japan           | .0029                   | 1.9043      |
|                         |                 | Malaysia        | -.9748                  | 1.2823      |
|                         |                 | Mexico          | -1.2478                 | 1.0417      |
|                         |                 | Poland          | -.4032                  | 1.7799      |
|                         |                 | Russia          | -.9866                  | 1.3794      |
|                         |                 | Singapore       | -1.0048                 | .9721       |
|                         |                 | Spain           | -1.1440                 | 1.5322      |
|                         |                 | Switzerland     | -.4970                  | 1.6861      |
| Turkey                  | -1.4593         | .6755           |                         |             |
| Venezuela               | -.9094          | 1.2678          |                         |             |
|                         | China           | America         | -.7800                  | 1.2858      |
|                         |                 | Argentina       | -1.2969                 | 1.1954      |
|                         |                 | Australia       | -1.2630                 | 1.6664      |
|                         |                 | Brazil          | -.9209                  | 1.2822      |
|                         |                 | GB              | -.5205                  | 1.6448      |
|                         |                 | Canada          | -1.2448                 | 1.3682      |
|                         |                 | Netherlands     | -.7109                  | 1.5880      |
|                         |                 | Philippines     | -1.1181                 | 1.3964      |
|                         |                 | France          | -1.2128                 | 1.1970      |
|                         |                 | Germany         | -1.3177                 | 1.1358      |
|                         |                 | India           | -1.0910                 | 1.3811      |
|                         |                 | Indonesia       | -1.3106                 | 1.5988      |
|                         |                 | Japan           | -.1067                  | 2.1372      |
|                         |                 | Malaysia        | -1.0607                 | 1.4915      |
|                         |                 | Mexico          | -1.3318                 | 1.2491      |
|                         |                 | Poland          | -.4935                  | 1.9935      |
|                         |                 | Russia          | -1.0664                 | 1.5826      |
|                         |                 | Singapore       | -1.1087                 | 1.1994      |
|                         |                 | Spain           | -1.2090                 | 1.7205      |
|                         |                 | Switzerland     | -.5873                  | 1.8998      |
| Turkey                  | -1.5526         | .8922           |                         |             |
| Venezuela               | -1.0001         | 1.4819          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Netherlands     | America         | -.7569                  | .3856       |
|                         |                 | Argentina       | -1.3907                 | .4120       |
|                         |                 | Australia       | -1.4222                 | .9484       |
|                         |                 | Brazil          | -.9456                  | .4297       |
|                         |                 | GB              | -.5334                  | .7806       |
|                         |                 | Canada          | -1.3599                 | .6062       |
|                         |                 | China           | -1.5880                 | .7109       |
|                         |                 | Philippines     | -1.2160                 | .6172       |
|                         |                 | France          | -1.2898                 | .3969       |
|                         |                 | Germany         | -1.4038                 | .3448       |
|                         |                 | India           | -1.1808                 | .5937       |
|                         |                 | Indonesia       | -1.4673                 | .8784       |
|                         |                 | Japan           | -.1432                  | 1.2966      |
|                         |                 | Malaysia        | -1.1655                 | .7192       |
|                         |                 | Mexico          | -1.4416                 | .4818       |
|                         |                 | Poland          | -.5863                  | 1.2091      |
|                         |                 | Russia          | -1.1873                 | .8265       |
|                         |                 | Singapore       | -1.1622                 | .3758       |
|                         |                 | Spain           | -1.3681                 | 1.0025      |
|                         |                 | Switzerland     | -.6800                  | 1.1154      |
| Turkey                  | -1.6369         | .0994           |                         |             |
| Venezuela               | -1.0918         | .6965           |                         |             |
|                         | Philippines     | America         | -.6516                  | .8791       |
|                         |                 | Argentina       | -1.2252                 | .8453       |
|                         |                 | Australia       | -1.2276                 | 1.3526      |
|                         |                 | Brazil          | -.8143                  | .8972       |
|                         |                 | GB              | -.4083                  | 1.2543      |
|                         |                 | Canada          | -1.1847                 | 1.0297      |
|                         |                 | China           | -1.3964                 | 1.1181      |
|                         |                 | Netherlands     | -.6172                  | 1.2160      |
|                         |                 | France          | -1.1323                 | .8381       |
|                         |                 | Germany         | -1.2419                 | .7817       |
|                         |                 | India           | -1.0172                 | 1.0289      |
|                         |                 | Indonesia       | -1.2738                 | 1.2836      |
|                         |                 | Japan           | -.0057                  | 1.7579      |
|                         |                 | Malaysia        | -.9950                  | 1.1474      |
|                         |                 | Mexico          | -1.2687                 | .9077       |
|                         |                 | Poland          | -.4213                  | 1.6430      |
|                         |                 | Russia          | -1.0094                 | 1.2473      |
|                         |                 | Singapore       | -1.0162                 | .8286       |
|                         |                 | Spain           | -1.1735                 | 1.4067      |
|                         |                 | Switzerland     | -.5150                  | 1.5492      |
| Turkey                  | -1.4759         | .5372           |                         |             |
| Venezuela               | -.9273          | 1.1308          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | France          | America         | -.4150                  | .9366       |
|                         |                 | Argentina       | -1.0138                 | .9281       |
|                         |                 | Australia       | -1.0295                 | 1.4487      |
|                         |                 | Brazil          | -.5881                  | .9652       |
|                         |                 | GB              | -.1796                  | 1.3197      |
|                         |                 | Canada          | -.9777                  | 1.1169      |
|                         |                 | China           | -1.1970                 | 1.2128      |
|                         |                 | Netherlands     | -.3969                  | 1.2898      |
|                         |                 | Philippines     | -.8381                  | 1.1323      |
|                         |                 | Germany         | -1.0290                 | .8629       |
|                         |                 | India           | -.8050                  | 1.1109      |
|                         |                 | Indonesia       | -1.0752                 | 1.3792      |
|                         |                 | Japan           | .2178                   | 1.8285      |
|                         |                 | Malaysia        | -.7859                  | 1.2325      |
|                         |                 | Mexico          | -1.0607                 | .9938       |
|                         |                 | Poland          | -.2097                  | 1.7255      |
|                         |                 | Russia          | -.8037                  | 1.3357      |
|                         |                 | Singapore       | -.7963                  | .9028       |
|                         |                 | Spain           | -.9754                  | 1.5027      |
|                         |                 | Switzerland     | -.3034                  | 1.6318      |
| Turkey                  | -1.2626         | .6180           |                         |             |
| Venezuela               | -.7155          | 1.2131          |                         |             |
|                         | Germany         | America         | -.3702                  | 1.0579      |
|                         |                 | Argentina       | -.9578                  | 1.0381      |
|                         |                 | Australia       | -.9677                  | 1.5530      |
|                         |                 | Brazil          | -.5386                  | 1.0818      |
|                         |                 | GB              | -.1312                  | 1.4375      |
|                         |                 | Canada          | -.9198                  | 1.2250      |
|                         |                 | China           | -1.1358                 | 1.3177      |
|                         |                 | Netherlands     | -.3448                  | 1.4038      |
|                         |                 | Philippines     | -.7817                  | 1.2419      |
|                         |                 | France          | -.8629                  | 1.0290      |
|                         |                 | India           | -.7493                  | 1.2213      |
|                         |                 | Indonesia       | -1.0136                 | 1.4837      |
|                         |                 | Japan           | .2685                   | 1.9440      |
|                         |                 | Malaysia        | -.7288                  | 1.3415      |
|                         |                 | Mexico          | -1.0032                 | 1.1024      |
|                         |                 | Poland          | -.1538                  | 1.8357      |
|                         |                 | Russia          | -.7452                  | 1.4433      |
|                         |                 | Singapore       | -.7440                  | 1.0166      |
|                         |                 | Spain           | -.9137                  | 1.6070      |
|                         |                 | Switzerland     | -.2475                  | 1.7419      |
| Turkey                  | -1.2074         | .7289           |                         |             |
| Venezuela               | -.6597          | 1.3233          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | India           | America         | -.6220                  | .8378       |
|                         |                 | Argentina       | -1.2052                 | .8135       |
|                         |                 | Australia       | -1.2127                 | 1.3260      |
|                         |                 | Brazil          | -.7886                  | .8598       |
|                         |                 | GB              | -.3817                  | 1.2159      |
|                         |                 | Canada          | -1.1663                 | .9996       |
|                         |                 | China           | -1.3811                 | 1.0910      |
|                         |                 | Netherlands     | -.5937                  | 1.1808      |
|                         |                 | Philippines     | -1.0289                 | 1.0172      |
|                         |                 | France          | -1.1109                 | .8050       |
|                         |                 | Germany         | -1.2213                 | .7493       |
|                         |                 | Indonesia       | -1.2587                 | 1.2568      |
|                         |                 | Japan           | .0190                   | 1.7215      |
|                         |                 | Malaysia        | -.9758                  | 1.1165      |
|                         |                 | Mexico          | -1.2500                 | .8772       |
|                         |                 | Poland          | -.4012                  | 1.6111      |
|                         |                 | Russia          | -.9916                  | 1.2177      |
|                         |                 | Singapore       | -.9929                  | .7935       |
|                         |                 | Spain           | -1.1587                 | 1.3801      |
|                         |                 | Switzerland     | -.4949                  | 1.5173      |
| Turkey                  | -1.4551         | .5047           |                         |             |
| Venezuela               | -.9071          | 1.0988          |                         |             |
|                         | Indonesia       | America         | -.9500                  | 1.1677      |
|                         |                 | Argentina       | -1.4626                 | 1.0729      |
|                         |                 | Australia       | -1.4255                 | 1.5407      |
|                         |                 | Brazil          | -1.0893                 | 1.1625      |
|                         |                 | GB              | -.6894                  | 1.5255      |
|                         |                 | Canada          | -1.4095                 | 1.2447      |
|                         |                 | China           | -1.5988                 | 1.3106      |
|                         |                 | Netherlands     | -.8784                  | 1.4673      |
|                         |                 | Philippines     | -1.2836                 | 1.2738      |
|                         |                 | France          | -1.3792                 | 1.0752      |
|                         |                 | Germany         | -1.4837                 | 1.0136      |
|                         |                 | India           | -1.2568                 | 1.2587      |
|                         |                 | Japan           | -.2747                  | 2.0170      |
|                         |                 | Malaysia        | -1.2259                 | 1.3686      |
|                         |                 | Mexico          | -1.4968                 | 1.1259      |
|                         |                 | Poland          | -.6592                  | 1.8711      |
|                         |                 | Russia          | -1.2308                 | 1.4589      |
|                         |                 | Singapore       | -1.2761                 | 1.0786      |
|                         |                 | Spain           | -1.3715                 | 1.5948      |
|                         |                 | Switzerland     | -.7530                  | 1.7773      |
| Turkey                  | -1.7187         | .7701           |                         |             |
| Venezuela               | -1.1658         | 1.3595          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Japan           | America         | -1.2759                 | -.2488      |
|                         |                 | Argentina       | -1.9320                 | -.2001      |
|                         |                 | Australia       | -1.9722                 | .3450       |
|                         |                 | Brazil          | -1.4752                 | -.1941      |
|                         |                 | GB              | -1.0606                 | .1544       |
|                         |                 | Canada          | -1.9043                 | -.0029      |
|                         |                 | China           | -2.1372                 | .1067       |
|                         |                 | Netherlands     | -1.2966                 | .1432       |
|                         |                 | Philippines     | -1.7579                 | .0057       |
|                         |                 | France          | -1.8285                 | -.2178      |
|                         |                 | Germany         | -1.9440                 | -.2685      |
|                         |                 | India           | -1.7215                 | -.0190      |
|                         |                 | Indonesia       | -2.0170                 | .2747       |
|                         |                 | Malaysia        | -1.7084                 | .1087       |
|                         |                 | Mexico          | -1.9852                 | -.1280      |
|                         |                 | Poland          | -1.1274                 | .5969       |
|                         |                 | Russia          | -1.7325                 | .2182       |
|                         |                 | Singapore       | -1.6971                 | -.2427      |
|                         |                 | Spain           | -1.9181                 | .3991       |
|                         |                 | Switzerland     | -1.2212                 | .5031       |
| Turkey                  | -2.1768         | -.5141          |                         |             |
| Venezuela               | -1.6328         | .0841           |                         |             |
|                         | Malaysia        | America         | -.7584                  | .8335       |
|                         |                 | Argentina       | -1.3243                 | .7919       |
|                         |                 | Australia       | -1.3222                 | 1.2948      |
|                         |                 | Brazil          | -.9180                  | .8485       |
|                         |                 | GB              | -.5128                  | 1.2063      |
|                         |                 | Canada          | -1.2823                 | .9748       |
|                         |                 | China           | -1.4915                 | 1.0607      |
|                         |                 | Netherlands     | -.7192                  | 1.1655      |
|                         |                 | Philippines     | -1.1474                 | .9950       |
|                         |                 | France          | -1.2325                 | .7859       |
|                         |                 | Germany         | -1.3415                 | .7288       |
|                         |                 | India           | -1.1165                 | .9758       |
|                         |                 | Indonesia       | -1.3686                 | 1.2259      |
|                         |                 | Japan           | -.1087                  | 1.7084      |
|                         |                 | Mexico          | -1.3667                 | .8532       |
|                         |                 | Poland          | -.5204                  | 1.5896      |
|                         |                 | Russia          | -1.1067                 | 1.1921      |
|                         |                 | Singapore       | -1.1180                 | .7779       |
|                         |                 | Spain           | -1.2681                 | 1.3488      |
|                         |                 | Switzerland     | -.6142                  | 1.4959      |
| Turkey                  | -1.5756         | .4844           |                         |             |
| Venezuela               | -1.0265         | 1.0775          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Mexico          | America         | -.5245                  | 1.1130      |
|                         |                 | Argentina       | -1.0848                 | 1.0659      |
|                         |                 | Australia       | -1.0794                 | 1.5655      |
|                         |                 | Brazil          | -.6818                  | 1.1258      |
|                         |                 | GB              | -.2772                  | 1.4842      |
|                         |                 | Canada          | -1.0417                 | 1.2478      |
|                         |                 | China           | -1.2491                 | 1.3318      |
|                         |                 | Netherlands     | -.4818                  | 1.4416      |
|                         |                 | Philippines     | -.9077                  | 1.2687      |
|                         |                 | France          | -.9938                  | 1.0607      |
|                         |                 | Germany         | -1.1024                 | 1.0032      |
|                         |                 | India           | -.8772                  | 1.2500      |
|                         |                 | Indonesia       | -1.1259                 | 1.4968      |
|                         |                 | Japan           | .1280                   | 1.9852      |
|                         |                 | Malaysia        | -.8532                  | 1.3667      |
|                         |                 | Poland          | -.2810                  | 1.8637      |
|                         |                 | Russia          | -.8658                  | 1.4647      |
|                         |                 | Singapore       | -.8805                  | 1.0539      |
|                         |                 | Spain           | -1.0254                 | 1.6196      |
|                         |                 | Switzerland     | -.3747                  | 1.7699      |
| Turkey                  | -1.3366         | .7589           |                         |             |
| Venezuela               | -.7871          | 1.3516          |                         |             |
|                         | Poland          | America         | -1.2396                 | .2455       |
|                         |                 | Argentina       | -1.8193                 | .2178       |
|                         |                 | Australia       | -1.8250                 | .7284       |
|                         |                 | Brazil          | -1.4048                 | .2661       |
|                         |                 | GB              | -.9982                  | .6225       |
|                         |                 | Canada          | -1.7799                 | .4032       |
|                         |                 | China           | -1.9935                 | .4935       |
|                         |                 | Netherlands     | -1.2091                 | .5863       |
|                         |                 | Philippines     | -1.6430                 | .4213       |
|                         |                 | France          | -1.7255                 | .2097       |
|                         |                 | Germany         | -1.8357                 | .1538       |
|                         |                 | India           | -1.6111                 | .4012       |
|                         |                 | Indonesia       | -1.8711                 | .6592       |
|                         |                 | Japan           | -.5969                  | 1.1274      |
|                         |                 | Malaysia        | -1.5896                 | .5204       |
|                         |                 | Mexico          | -1.8637                 | .2810       |
|                         |                 | Russia          | -1.6050                 | .6212       |
|                         |                 | Singapore       | -1.6082                 | .1989       |
|                         |                 | Spain           | -1.7710                 | .7824       |
|                         |                 | Switzerland     | -1.1091                 | .9216       |
| Turkey                  | -2.0695         | -.0909          |                         |             |
| Venezuela               | -1.5213         | .5031           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Russia          | America         | -.8766                  | .8662       |
|                         |                 | Argentina       | -1.4249                 | .8071       |
|                         |                 | Australia       | -1.4121                 | 1.2993      |
|                         |                 | Brazil          | -1.0293                 | .8743       |
|                         |                 | GB              | -.6258                  | 1.2339      |
|                         |                 | Canada          | -1.3794                 | .9866       |
|                         |                 | China           | -1.5826                 | 1.0664      |
|                         |                 | Netherlands     | -.8265                  | 1.1873      |
|                         |                 | Philippines     | -1.2473                 | 1.0094      |
|                         |                 | France          | -1.3357                 | .8037       |
|                         |                 | Germany         | -1.4433                 | .7452       |
|                         |                 | India           | -1.2177                 | .9916       |
|                         |                 | Indonesia       | -1.4589                 | 1.2308      |
|                         |                 | Japan           | -.2182                  | 1.7325      |
|                         |                 | Malaysia        | -1.1921                 | 1.1067      |
|                         |                 | Mexico          | -1.4647                 | .8658       |
|                         |                 | Poland          | -.6212                  | 1.6050      |
|                         |                 | Singapore       | -1.2249                 | .7994       |
|                         |                 | Spain           | -1.3581                 | 1.3533      |
|                         |                 | Switzerland     | -.7149                  | 1.5112      |
| Turkey                  | -1.6777         | .5011           |                         |             |
| Venezuela               | -1.1274         | 1.0930          |                         |             |
|                         | Singapore       | America         | -.3729                  | .7880       |
|                         |                 | Argentina       | -1.0033                 | .8110       |
|                         |                 | Australia       | -1.0334                 | 1.3461      |
|                         |                 | Brazil          | -.5600                  | .8306       |
|                         |                 | GB              | -.1482                  | 1.1818      |
|                         |                 | Canada          | -.9721                  | 1.0048      |
|                         |                 | China           | -1.1994                 | 1.1087      |
|                         |                 | Netherlands     | -.3758                  | 1.1622      |
|                         |                 | Philippines     | -.8286                  | 1.0162      |
|                         |                 | France          | -.9028                  | .7963       |
|                         |                 | Germany         | -1.0166                 | .7440       |
|                         |                 | India           | -.7935                  | .9929       |
|                         |                 | Indonesia       | -1.0786                 | 1.2761      |
|                         |                 | Japan           | .2427                   | 1.6971      |
|                         |                 | Malaysia        | -.7779                  | 1.1180      |
|                         |                 | Mexico          | -1.0539                 | .8805       |
|                         |                 | Poland          | -.1989                  | 1.6082      |
|                         |                 | Russia          | -.7994                  | 1.2249      |
|                         |                 | Spain           | -.9794                  | 1.4001      |
|                         |                 | Switzerland     | -.2927                  | 1.5145      |
| Turkey                  | -1.2498         | .4987           |                         |             |
| Venezuela               | -.7045          | 1.0956          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Spain           | America         | -1.0754                 | 1.0698      |
|                         |                 | Argentina       | -1.5858                 | .9727       |
|                         |                 | Australia       | -1.5470                 | 1.4389      |
|                         |                 | Brazil          | -1.2139                 | 1.0637      |
|                         |                 | GB              | -.8142                  | 1.4270      |
|                         |                 | Canada          | -1.5322                 | 1.1440      |
|                         |                 | China           | -1.7205                 | 1.2090      |
|                         |                 | Netherlands     | -1.0025                 | 1.3681      |
|                         |                 | Philippines     | -1.4067                 | 1.1735      |
|                         |                 | France          | -1.5027                 | .9754       |
|                         |                 | Germany         | -1.6070                 | .9137       |
|                         |                 | India           | -1.3801                 | 1.1587      |
|                         |                 | Indonesia       | -1.5948                 | 1.3715      |
|                         |                 | Japan           | -.3991                  | 1.9181      |
|                         |                 | Malaysia        | -1.3488                 | 1.2681      |
|                         |                 | Mexico          | -1.6196                 | 1.0254      |
|                         |                 | Poland          | -.7824                  | 1.7710      |
|                         |                 | Russia          | -1.3533                 | 1.3581      |
|                         |                 | Singapore       | -1.4001                 | .9794       |
|                         |                 | Switzerland     | -.8762                  | 1.6772      |
|                         | Turkey          | -1.8421         | .6702                   |             |
|                         | Venezuela       | -1.2891         | 1.2594                  |             |
|                         | Switzerland     | America         | -1.1459                 | .3392       |
|                         |                 | Argentina       | -1.7256                 | .3115       |
|                         |                 | Australia       | -1.7313                 | .8221       |
|                         |                 | Brazil          | -1.3110                 | .3598       |
|                         |                 | GB              | -.9045                  | .7163       |
|                         |                 | Canada          | -1.6861                 | .4970       |
|                         |                 | China           | -1.8998                 | .5873       |
|                         |                 | Netherlands     | -1.1154                 | .6800       |
|                         |                 | Philippines     | -1.5492                 | .5150       |
|                         |                 | France          | -1.6318                 | .3034       |
|                         |                 | Germany         | -1.7419                 | .2475       |
|                         |                 | India           | -1.5173                 | .4949       |
|                         |                 | Indonesia       | -1.7773                 | .7530       |
|                         |                 | Japan           | -.5031                  | 1.2212      |
|                         |                 | Malaysia        | -1.4959                 | .6142       |
|                         |                 | Mexico          | -1.7699                 | .3747       |
|                         |                 | Poland          | -.9216                  | 1.1091      |
|                         |                 | Russia          | -1.5112                 | .7149       |
|                         |                 | Singapore       | -1.5145                 | .2927       |
|                         |                 | Spain           | -1.6772                 | .8762       |
|                         | Turkey          | -1.9758         | .0029                   |             |
|                         | Venezuela       | -1.4276         | .5968                   |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable      | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-------------------------|-----------------|-----------------|-------------------------|-------------|
|                         |                 |                 | Lower Bound             | Upper Bound |
| 12 Protective/Sensitive | Turkey          | America         | -.1235                  | 1.2897      |
|                         |                 | Argentina       | -.7132                  | 1.2720      |
|                         |                 | Australia       | -.7242                  | 1.7880      |
|                         |                 | Brazil          | -.2928                  | 1.3145      |
|                         |                 | GB              | .1148                   | 1.6699      |
|                         |                 | Canada          | -.6755                  | 1.4593      |
|                         |                 | China           | -.8922                  | 1.5526      |
|                         |                 | Netherlands     | -.0994                  | 1.6369      |
|                         |                 | Philippines     | -.5372                  | 1.4759      |
|                         |                 | France          | -.6180                  | 1.2626      |
|                         |                 | Germany         | -.7289                  | 1.2074      |
|                         |                 | India           | -.5047                  | 1.4551      |
|                         |                 | Indonesia       | -.7701                  | 1.7187      |
|                         |                 | Japan           | .5141                   | 2.1768      |
|                         |                 | Malaysia        | -.4844                  | 1.5756      |
|                         |                 | Mexico          | -.7589                  | 1.3366      |
|                         |                 | Poland          | .0909                   | 2.0695      |
|                         |                 | Russia          | -.5011                  | 1.6777      |
|                         |                 | Singapore       | -.4987                  | 1.2498      |
|                         |                 | Spain           | -.6702                  | 1.8421      |
| Switzerland             | -.0029          | 1.9758          |                         |             |
| Venezuela               | -.4150          | 1.5572          |                         |             |
|                         | Venezuela       | America         | -.7262                  | .7503       |
|                         |                 | Argentina       | -1.3071                 | .7237       |
|                         |                 | Australia       | -1.3134                 | 1.2350      |
|                         |                 | Brazil          | -.8919                  | .7713       |
|                         |                 | GB              | -.4852                  | 1.1277      |
|                         |                 | Canada          | -1.2678                 | .9094       |
|                         |                 | China           | -1.4819                 | 1.0001      |
|                         |                 | Netherlands     | -.6965                  | 1.0918      |
|                         |                 | Philippines     | -1.1308                 | .9273       |
|                         |                 | France          | -1.2131                 | .7155       |
|                         |                 | Germany         | -1.3233                 | .6597       |
|                         |                 | India           | -1.0988                 | .9071       |
|                         |                 | Indonesia       | -1.3595                 | 1.1658      |
|                         |                 | Japan           | -.0841                  | 1.6328      |
|                         |                 | Malaysia        | -1.0775                 | 1.0265      |
|                         |                 | Mexico          | -1.3516                 | .7871       |
|                         |                 | Poland          | -.5031                  | 1.5213      |
|                         |                 | Russia          | -1.0930                 | 1.1274      |
|                         |                 | Singapore       | -1.0956                 | .7045       |
|                         |                 | Spain           | -1.2594                 | 1.2891      |
| Switzerland             | -.5968          | 1.4276          |                         |             |
| Turkey                  | -1.5572         | .4150           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | America         | Argentina       | -.6191                  | .8851       |
|                    |                 | Australia       | -1.2700                 | .8900       |
|                    |                 | Brazil          | -.7756                  | .1655       |
|                    |                 | GB              | -.4621                  | .3855       |
|                    |                 | Canada          | -1.1253                 | .5739       |
|                    |                 | China           | -1.6339                 | .4461       |
|                    |                 | Netherlands     | -.5143                  | .6361       |
|                    |                 | Philippines     | -1.1184                 | .4229       |
|                    |                 | France          | -1.0871                 | .2738       |
|                    |                 | Germany         | -1.0942                 | .3438       |
|                    |                 | India           | -1.0229                 | .4470       |
|                    |                 | Indonesia       | -1.9622                 | .1701       |
|                    |                 | Japan           | -1.4052                 | -.3710      |
|                    |                 | Malaysia        | -1.0957                 | .5072       |
|                    |                 | Mexico          | -1.3253                 | .3235       |
|                    |                 | Poland          | -1.1749                 | .3205       |
|                    |                 | Russia          | -1.7267                 | .0282       |
|                    |                 | Singapore       | -.9026                  | .2663       |
|                    |                 | Spain           | -1.8466                 | .3134       |
|                    |                 | Switzerland     | -.4499                  | 1.0455      |
| Turkey             | -1.3933         | .0297           |                         |             |
| Venezuela          | -.7046          | .7821           |                         |             |
|                    | Argentina       | America         | -.8851                  | .6191       |
|                    |                 | Australia       | -1.6112                 | .9650       |
|                    |                 | Brazil          | -1.2832                 | .4071       |
|                    |                 | GB              | -.9913                  | .6487       |
|                    |                 | Canada          | -1.5108                 | .6934       |
|                    |                 | China           | -1.9817                 | .5279       |
|                    |                 | Netherlands     | -.9796                  | .8355       |
|                    |                 | Philippines     | -1.5232                 | .5617       |
|                    |                 | France          | -1.5173                 | .4380       |
|                    |                 | Germany         | -1.5131                 | .4967       |
|                    |                 | India           | -1.4373                 | .5954       |
|                    |                 | Indonesia       | -2.3056                 | .2474       |
|                    |                 | Japan           | -1.8930                 | -.1492      |
|                    |                 | Malaysia        | -1.4927                 | .6382       |
|                    |                 | Mexico          | -1.7167                 | .4488       |
|                    |                 | Poland          | -1.5858                 | .4654       |
|                    |                 | Russia          | -2.1060                 | .1414       |
|                    |                 | Singapore       | -1.3646                 | .4623       |
|                    |                 | Spain           | -2.1877                 | .3885       |
|                    |                 | Switzerland     | -.8608                  | 1.1904      |
| Turkey             | -1.8143         | .1847           |                         |             |
| Venezuela          | -1.1167         | .9282           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | Australia       | America         | - .8900                 | 1.2700      |
|                    |                 | Argentina       | -.9650                  | 1.6112      |
|                    |                 | Brazil          | -1.2617                 | 1.0318      |
|                    |                 | GB              | -.9766                  | 1.2801      |
|                    |                 | Canada          | -1.4330                 | 1.2617      |
|                    |                 | China           | -1.8787                 | 1.0710      |
|                    |                 | Netherlands     | -.9425                  | 1.4445      |
|                    |                 | Philippines     | -1.4567                 | 1.1413      |
|                    |                 | France          | -1.4642                 | 1.0311      |
|                    |                 | Germany         | -1.4542                 | 1.0839      |
|                    |                 | India           | -1.3761                 | 1.1803      |
|                    |                 | Indonesia       | -2.1994                 | .7874       |
|                    |                 | Japan           | -1.8647                 | .4685       |
|                    |                 | Malaysia        | -1.4217                 | 1.2133      |
|                    |                 | Mexico          | -1.6425                 | 1.0207      |
|                    |                 | Poland          | -1.5227                 | 1.0484      |
|                    |                 | Russia          | -2.0243                 | .7059       |
|                    |                 | Singapore       | -1.3261                 | 1.0699      |
|                    |                 | Spain           | -2.0799                 | .9267       |
|                    |                 | Switzerland     | -.7977                  | 1.7734      |
| Turkey             | -1.7566         | .7731           |                         |             |
| Venezuela          | -1.0542         | 1.5118          |                         |             |
|                    | Brazil          | America         | -.1655                  | .7756       |
|                    |                 | Argentina       | -.4071                  | 1.2832      |
|                    |                 | Australia       | -1.0318                 | 1.2617      |
|                    |                 | GB              | -.3061                  | .8396       |
|                    |                 | Canada          | -.9036                  | .9623       |
|                    |                 | China           | -1.3980                 | .8203       |
|                    |                 | Netherlands     | -.3265                  | 1.0584      |
|                    |                 | Philippines     | -.9044                  | .8189       |
|                    |                 | France          | -.8837                  | .6804       |
|                    |                 | Germany         | -.8860                  | .7456       |
|                    |                 | India           | -.8128                  | .8470       |
|                    |                 | Indonesia       | -1.7247                 | .5426       |
|                    |                 | Japan           | -1.2281                 | .0619       |
|                    |                 | Malaysia        | -.8786                  | .9001       |
|                    |                 | Mexico          | -1.1060                 | .7141       |
|                    |                 | Poland          | -.9634                  | .7190       |
|                    |                 | Russia          | -1.5027                 | .4141       |
|                    |                 | Singapore       | -.7133                  | .6870       |
|                    |                 | Spain           | -1.6083                 | .6851       |
|                    |                 | Switzerland     | -.2384                  | 1.4440      |
| Turkey             | -1.1860         | .4324           |                         |             |
| Venezuela          | -.4936          | 1.1811          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | GB              | America         | -.3855                  | .4621       |
|                    |                 | Argentina       | -.6487                  | .9913       |
|                    |                 | Australia       | -1.2801                 | .9766       |
|                    |                 | Brazil          | -.8396                  | .3061       |
|                    |                 | Canada          | -1.1477                 | .6728       |
|                    |                 | China           | -1.6457                 | .5345       |
|                    |                 | Netherlands     | -.5623                  | .7607       |
|                    |                 | Philippines     | -1.1465                 | .5276       |
|                    |                 | France          | -1.1232                 | .3865       |
|                    |                 | Germany         | -1.1267                 | .4529       |
|                    |                 | India           | -1.0540                 | .5546       |
|                    |                 | Indonesia       | -1.9729                 | .2573       |
|                    |                 | Japan           | -1.4615                 | -.2381      |
|                    |                 | Malaysia        | -1.1215                 | .6096       |
|                    |                 | Mexico          | -1.3494                 | .4241       |
|                    |                 | Poland          | -1.2049                 | .4270       |
|                    |                 | Russia          | -1.7473                 | .1253       |
|                    |                 | Singapore       | -.9495                  | .3897       |
|                    |                 | Spain           | -1.8567                 | .4000       |
|                    |                 | Switzerland     | -.4799                  | 1.1520      |
| Turkey             | -1.4264         | .1394           |                         |             |
| Venezuela          | -.7350          | .8890           |                         |             |
|                    | Canada          | America         | -.5739                  | 1.1253      |
|                    |                 | Argentina       | -.6934                  | 1.5108      |
|                    |                 | Australia       | -1.2617                 | 1.4330      |
|                    |                 | Brazil          | -.9623                  | .9036       |
|                    |                 | GB              | -.6728                  | 1.1477      |
|                    |                 | China           | -1.6337                 | .9974       |
|                    |                 | Netherlands     | -.6532                  | 1.3265      |
|                    |                 | Philippines     | -1.1869                 | 1.0428      |
|                    |                 | France          | -1.1854                 | .9236       |
|                    |                 | Germany         | -1.1793                 | .9803       |
|                    |                 | India           | -1.1027                 | 1.0782      |
|                    |                 | Indonesia       | -1.9566                 | .7159       |
|                    |                 | Japan           | -1.5697                 | .3449       |
|                    |                 | Malaysia        | -1.1549                 | 1.1178      |
|                    |                 | Mexico          | -1.3779                 | .9274       |
|                    |                 | Poland          | -1.2506                 | .9476       |
|                    |                 | Russia          | -1.7648                 | .6176       |
|                    |                 | Singapore       | -1.0377                 | .9528       |
|                    |                 | Spain           | -1.8383                 | .8564       |
|                    |                 | Switzerland     | -.5256                  | 1.6726      |
| Turkey             | -1.4809         | .6687           |                         |             |
| Venezuela          | -.7817          | 1.4106          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | China           | America         | - .4461                 | 1.6339      |
|                    |                 | Argentina       | - .5279                 | 1.9817      |
|                    |                 | Australia       | -1.0710                 | 1.8787      |
|                    |                 | Brazil          | - .8203                 | 1.3980      |
|                    |                 | GB              | - .5345                 | 1.6457      |
|                    |                 | Canada          | - .9974                 | 1.6337      |
|                    |                 | Netherlands     | - .5026                 | 1.8122      |
|                    |                 | Philippines     | -1.0199                 | 1.5121      |
|                    |                 | France          | -1.0260                 | 1.4004      |
|                    |                 | Germany         | -1.0166                 | 1.4539      |
|                    |                 | India           | - .9386                 | 1.5505      |
|                    |                 | Indonesia       | -1.7669                 | 1.1625      |
|                    |                 | Japan           | -1.4239                 | .8355       |
|                    |                 | Malaysia        | - .9853                 | 1.5846      |
|                    |                 | Mexico          | -1.2065                 | 1.3924      |
|                    |                 | Poland          | -1.0855                 | 1.4188      |
|                    |                 | Russia          | -1.5891                 | 1.0783      |
|                    |                 | Singapore       | - .8863                 | 1.4378      |
|                    |                 | Spain           | -1.6476                 | 1.3021      |
|                    |                 | Switzerland     | - .3605                 | 2.1438      |
| Turkey             | -1.3188         | 1.1429          |                         |             |
| Venezuela          | - .6169         | 1.8822          |                         |             |
|                    | Netherlands     | America         | - .6361                 | .5143       |
|                    |                 | Argentina       | - .8355                 | .9796       |
|                    |                 | Australia       | -1.4445                 | .9425       |
|                    |                 | Brazil          | -1.0584                 | .3265       |
|                    |                 | GB              | - .7607                 | .5623       |
|                    |                 | Canada          | -1.3265                 | .6532       |
|                    |                 | China           | -1.8122                 | .5026       |
|                    |                 | Philippines     | -1.3317                 | .5143       |
|                    |                 | France          | -1.3167                 | .3816       |
|                    |                 | Germany         | -1.3165                 | .4442       |
|                    |                 | India           | -1.2423                 | .5445       |
|                    |                 | Indonesia       | -2.1380                 | .2240       |
|                    |                 | Japan           | -1.6739                 | -.2242      |
|                    |                 | Malaysia        | -1.3040                 | .5937       |
|                    |                 | Mexico          | -1.5302                 | .4065       |
|                    |                 | Poland          | -1.3921                 | .4158       |
|                    |                 | Russia          | -1.9241                 | .1036       |
|                    |                 | Singapore       | -1.1534                 | .3953       |
|                    |                 | Spain           | -2.0210                 | .3659       |
|                    |                 | Switzerland     | - .6671                 | 1.1408      |
| Turkey             | -1.6169         | .1314           |                         |             |
| Venezuela          | - .9225         | .8781           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | Philippines     | America         | - .4229                 | 1.1184      |
|                    |                 | Argentina       | - .5617                 | 1.5232      |
|                    |                 | Australia       | -1.1413                 | 1.4567      |
|                    |                 | Brazil          | - .8189                 | .9044       |
|                    |                 | GB              | - .5276                 | 1.1465      |
|                    |                 | Canada          | -1.0428                 | 1.1869      |
|                    |                 | China           | -1.5121                 | 1.0199      |
|                    |                 | Netherlands     | - .5143                 | 1.3317      |
|                    |                 | France          | -1.0509                 | .9331       |
|                    |                 | Germany         | -1.0463                 | .9914       |
|                    |                 | India           | - .9703                 | 1.0899      |
|                    |                 | Indonesia       | -1.8358                 | .7392       |
|                    |                 | Japan           | -1.4283                 | .3476       |
|                    |                 | Malaysia        | -1.0251                 | 1.1321      |
|                    |                 | Mexico          | -1.2489                 | .9426       |
|                    |                 | Poland          | -1.1187                 | .9598       |
|                    |                 | Russia          | -1.6377                 | .6347       |
|                    |                 | Singapore       | - .8992                 | .9584       |
|                    |                 | Spain           | -1.7179                 | .8802       |
|                    |                 | Switzerland     | - .3937                 | 1.6848      |
| Turkey             | -1.3476         | .6795           |                         |             |
| Venezuela          | - .6497         | 1.4227          |                         |             |
|                    | France          | America         | - .2738                 | 1.0871      |
|                    |                 | Argentina       | - .4380                 | 1.5173      |
|                    |                 | Australia       | -1.0311                 | 1.4642      |
|                    |                 | Brazil          | - .6804                 | .8837       |
|                    |                 | GB              | - .3865                 | 1.1232      |
|                    |                 | Canada          | - .9236                 | 1.1854      |
|                    |                 | China           | -1.4004                 | 1.0260      |
|                    |                 | Netherlands     | - .3816                 | 1.3167      |
|                    |                 | Philippines     | - .9331                 | 1.0509      |
|                    |                 | Germany         | - .9210                 | .9839       |
|                    |                 | India           | - .8459                 | 1.0832      |
|                    |                 | Indonesia       | -1.7251                 | .7462       |
|                    |                 | Japan           | -1.2924                 | .3294       |
|                    |                 | Malaysia        | - .9038                 | 1.1285      |
|                    |                 | Mexico          | -1.1286                 | .9400       |
|                    |                 | Poland          | - .9949                 | .9537       |
|                    |                 | Russia          | -1.5197                 | .6344       |
|                    |                 | Singapore       | - .7670                 | .9439       |
|                    |                 | Spain           | -1.6076                 | .8876       |
|                    |                 | Switzerland     | - .2699                 | 1.6787      |
| Turkey             | -1.2219         | .6716           |                         |             |
| Venezuela          | - .5256         | 1.4163          |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | Germany         | America         | -.3438                  | 1.0942      |
|                    |                 | Argentina       | -.4967                  | 1.5131      |
|                    |                 | Australia       | -1.0839                 | 1.4542      |
|                    |                 | Brazil          | -.7456                  | .8860       |
|                    |                 | GB              | -.4529                  | 1.1267      |
|                    |                 | Canada          | -.9803                  | 1.1793      |
|                    |                 | China           | -1.4539                 | 1.0166      |
|                    |                 | Netherlands     | -.4442                  | 1.3165      |
|                    |                 | Philippines     | -.9914                  | 1.0463      |
|                    |                 | France          | -.9839                  | .9210       |
|                    |                 | India           | -.9049                  | 1.0794      |
|                    |                 | Indonesia       | -1.7782                 | .7364       |
|                    |                 | Japan           | -1.3565                 | .3306       |
|                    |                 | Malaysia        | -.9614                  | 1.1233      |
|                    |                 | Mexico          | -1.1858                 | .9344       |
|                    |                 | Poland          | -1.0536                 | .9496       |
|                    |                 | Russia          | -1.5759                 | .6278       |
|                    |                 | Singapore       | -.8294                  | .9435       |
|                    |                 | Spain           | -1.6605                 | .8776       |
|                    |                 | Switzerland     | -.3286                  | 1.6746      |
| Turkey             | -1.2814         | .6682           |                         |             |
| Venezuela          | -.5844          | 1.4123          |                         |             |
|                    | India           | America         | -.4470                  | 1.0229      |
|                    |                 | Argentina       | -.5954                  | 1.4373      |
|                    |                 | Australia       | -1.1803                 | 1.3761      |
|                    |                 | Brazil          | -.8470                  | .8128       |
|                    |                 | GB              | -.5546                  | 1.0540      |
|                    |                 | Canada          | -1.0782                 | 1.1027      |
|                    |                 | China           | -1.5505                 | .9386       |
|                    |                 | Netherlands     | -.5445                  | 1.2423      |
|                    |                 | Philippines     | -1.0899                 | .9703       |
|                    |                 | France          | -1.0832                 | .8459       |
|                    |                 | Germany         | -1.0794                 | .9049       |
|                    |                 | Indonesia       | -1.8746                 | .6584       |
|                    |                 | Japan           | -1.4573                 | .2570       |
|                    |                 | Malaysia        | -1.0597                 | 1.0471      |
|                    |                 | Mexico          | -1.2839                 | .8580       |
|                    |                 | Poland          | -1.1523                 | .8738       |
|                    |                 | Russia          | -1.6736                 | .5510       |
|                    |                 | Singapore       | -.9296                  | .8692       |
|                    |                 | Spain           | -1.7568                 | .7995       |
|                    |                 | Switzerland     | -.4273                  | 1.5988      |
| Turkey             | -1.3805         | .5928           |                         |             |
| Venezuela          | -.6832          | 1.3366          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | Indonesia       | America         | -.1701                  | 1.9622      |
|                    |                 | Argentina       | -.2474                  | 2.3056      |
|                    |                 | Australia       | -.7874                  | 2.1994      |
|                    |                 | Brazil          | -.5426                  | 1.7247      |
|                    |                 | GB              | -.2573                  | 1.9729      |
|                    |                 | Canada          | -.7159                  | 1.9566      |
|                    |                 | China           | -1.1625                 | 1.7669      |
|                    |                 | Netherlands     | -.2240                  | 2.1380      |
|                    |                 | Philippines     | -.7392                  | 1.8358      |
|                    |                 | France          | -.7462                  | 1.7251      |
|                    |                 | Germany         | -.7364                  | 1.7782      |
|                    |                 | India           | -.6584                  | 1.8746      |
|                    |                 | Japan           | -1.1458                 | 1.1617      |
|                    |                 | Malaysia        | -.7044                  | 1.9080      |
|                    |                 | Mexico          | -.9253                  | 1.7155      |
|                    |                 | Poland          | -.8051                  | 1.7428      |
|                    |                 | Russia          | -1.3074                 | 1.4009      |
|                    |                 | Singapore       | -.6076                  | 1.7634      |
|                    |                 | Spain           | -1.3639                 | 1.6228      |
|                    |                 | Switzerland     | -.0801                  | 2.4678      |
| Turkey             | -1.0387         | 1.4673          |                         |             |
| Venezuela          | -.3366          | 2.2062          |                         |             |
|                    | Japan           | America         | .3710                   | 1.4052      |
|                    |                 | Argentina       | .1492                   | 1.8930      |
|                    |                 | Australia       | -.4685                  | 1.8647      |
|                    |                 | Brazil          | -.0619                  | 1.2281      |
|                    |                 | GB              | .2381                   | 1.4615      |
|                    |                 | Canada          | -.3449                  | 1.5697      |
|                    |                 | China           | -.8355                  | 1.4239      |
|                    |                 | Netherlands     | .2242                   | 1.6739      |
|                    |                 | Philippines     | -.3476                  | 1.4283      |
|                    |                 | France          | -.3294                  | 1.2924      |
|                    |                 | Germany         | -.3306                  | 1.3565      |
|                    |                 | India           | -.2570                  | 1.4573      |
|                    |                 | Indonesia       | -1.1617                 | 1.1458      |
|                    |                 | Malaysia        | -.3210                  | 1.5087      |
|                    |                 | Mexico          | -.5478                  | 1.3222      |
|                    |                 | Poland          | -.4072                  | 1.3290      |
|                    |                 | Russia          | -.9432                  | 1.0209      |
|                    |                 | Singapore       | -.1623                  | 1.3022      |
|                    |                 | Spain           | -1.0451                 | 1.2881      |
|                    |                 | Switzerland     | .3178                   | 2.0540      |
| Turkey             | -.6308          | 1.0434          |                         |             |
| Venezuela          | .0625           | 1.7912          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 13 Risk Averse     | Malaysia        | America         | - .5072                 | 1.0957      |        |
|                    |                 | Argentina       | - .6382                 | 1.4927      |        |
|                    |                 | Australia       | -1.2133                 | 1.4217      |        |
|                    |                 | Brazil          | - .9001                 | .8786       |        |
|                    |                 | GB              | - .6096                 | 1.1215      |        |
|                    |                 | Canada          | -1.1178                 | 1.1549      |        |
|                    |                 | China           | -1.5846                 | .9853       |        |
|                    |                 | Netherlands     | - .5937                 | 1.3040      |        |
|                    |                 | Philippines     | -1.1321                 | 1.0251      |        |
|                    |                 | France          | -1.1285                 | .9038       |        |
|                    |                 | Germany         | -1.1233                 | .9614       |        |
|                    |                 | India           | -1.0471                 | 1.0597      |        |
|                    |                 | Indonesia       | -1.9080                 | .7044       |        |
|                    |                 | Japan           | -1.5087                 | .3210       |        |
|                    |                 | Mexico          | -1.3243                 | .9110       |        |
|                    |                 | Poland          | -1.1953                 | .9294       |        |
|                    |                 | Russia          | -1.7124                 | .6023       |        |
|                    |                 | Singapore       | - .9784                 | .9306       |        |
|                    |                 | Spain           | -1.7899                 | .8452       |        |
|                    |                 | Switzerland     | - .4703                 | 1.6544      |        |
|                    | Turkey          | -1.4247         | .6496                   |             |        |
|                    | Venezuela       | - .7263         | 1.3923                  |             |        |
|                    |                 | Mexico          | America                 | - .3235     | 1.3253 |
|                    |                 |                 | Argentina               | - .4488     | 1.7167 |
|                    |                 |                 | Australia               | -1.0207     | 1.6425 |
|                    |                 |                 | Brazil                  | - .7141     | 1.1060 |
|                    |                 |                 | GB                      | - .4241     | 1.3494 |
|                    |                 |                 | Canada                  | - .9274     | 1.3779 |
|                    |                 |                 | China                   | -1.3924     | 1.2065 |
|                    |                 |                 | Netherlands             | - .4065     | 1.5302 |
|                    |                 |                 | Philippines             | - .9426     | 1.2489 |
|                    |                 |                 | France                  | - .9400     | 1.1286 |
|                    |                 |                 | Germany                 | - .9344     | 1.1858 |
|                    | India           |                 | - .8580                 | 1.2839      |        |
|                    | Indonesia       |                 | -1.7155                 | .9253       |        |
|                    | Japan           | -1.3222         | .5478                   |             |        |
|                    | Malaysia        | - .9110         | 1.3243                  |             |        |
|                    | Poland          | -1.0060         | 1.1535                  |             |        |
|                    | Russia          | -1.5217         | .8250                   |             |        |
|                    | Singapore       | - .7911         | 1.1566                  |             |        |
|                    | Spain           | -1.5973         | 1.0659                  |             |        |
|                    | Switzerland     | - .2810         | 1.8785                  |             |        |
|                    | Turkey          | -1.2359         | .8741                   |             |        |
|                    | Venezuela       | - .5371         | 1.6164                  |             |        |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | Poland          | America         | -.3205                  | 1.1749      |
|                    |                 | Argentina       | -.4654                  | 1.5858      |
|                    |                 | Australia       | -1.0484                 | 1.5227      |
|                    |                 | Brazil          | -.7190                  | .9634       |
|                    |                 | GB              | -.4270                  | 1.2049      |
|                    |                 | Canada          | -.9476                  | 1.2506      |
|                    |                 | China           | -1.4188                 | 1.0855      |
|                    |                 | Netherlands     | -.4158                  | 1.3921      |
|                    |                 | Philippines     | -.9598                  | 1.1187      |
|                    |                 | France          | -.9537                  | .9949       |
|                    |                 | Germany         | -.9496                  | 1.0536      |
|                    |                 | India           | -.8738                  | 1.1523      |
|                    |                 | Indonesia       | -1.7428                 | .8051       |
|                    |                 | Japan           | -1.3290                 | .4072       |
|                    |                 | Malaysia        | -.9294                  | 1.1953      |
|                    |                 | Mexico          | -1.1535                 | 1.0060      |
|                    |                 | Russia          | -1.5428                 | .6987       |
|                    |                 | Singapore       | -.8008                  | 1.0189      |
|                    |                 | Spain           | -1.6249                 | .9461       |
|                    |                 | Switzerland     | -.2974                  | 1.7474      |
| Turkey             | -1.2508         | .7416           |                         |             |
| Venezuela          | -.5533          | 1.4852          |                         |             |
|                    | Russia          | America         | -.0282                  | 1.7267      |
|                    |                 | Argentina       | -.1414                  | 2.1060      |
|                    |                 | Australia       | -.7059                  | 2.0243      |
|                    |                 | Brazil          | -.4141                  | 1.5027      |
|                    |                 | GB              | -.1253                  | 1.7473      |
|                    |                 | Canada          | -.6176                  | 1.7648      |
|                    |                 | China           | -1.0783                 | 1.5891      |
|                    |                 | Netherlands     | -.1036                  | 1.9241      |
|                    |                 | Philippines     | -.6347                  | 1.6377      |
|                    |                 | France          | -.6344                  | 1.5197      |
|                    |                 | Germany         | -.6278                  | 1.5759      |
|                    |                 | India           | -.5510                  | 1.6736      |
|                    |                 | Indonesia       | -1.4009                 | 1.3074      |
|                    |                 | Japan           | -1.0209                 | .9432       |
|                    |                 | Malaysia        | -.6023                  | 1.7124      |
|                    |                 | Mexico          | -.8250                  | 1.5217      |
|                    |                 | Poland          | -.6987                  | 1.5428      |
|                    |                 | Singapore       | -.4880                  | 1.5503      |
|                    |                 | Spain           | -1.2824                 | 1.4478      |
|                    |                 | Switzerland     | .0263                   | 2.2678      |
| Turkey             | -.9294          | 1.2644          |                         |             |
| Venezuela          | -.2299          | 2.0059          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | Singapore       | America         | -.2663                  | .9026       |
|                    |                 | Argentina       | -.4623                  | 1.3646      |
|                    |                 | Australia       | -1.0699                 | 1.3261      |
|                    |                 | Brazil          | -.6870                  | .7133       |
|                    |                 | GB              | -.3897                  | .9495       |
|                    |                 | Canada          | -.9528                  | 1.0377      |
|                    |                 | China           | -1.4378                 | .8863       |
|                    |                 | Netherlands     | -.3953                  | 1.1534      |
|                    |                 | Philippines     | -.9584                  | .8992       |
|                    |                 | France          | -.9439                  | .7670       |
|                    |                 | Germany         | -.9435                  | .8294       |
|                    |                 | India           | -.8692                  | .9296       |
|                    |                 | Indonesia       | -1.7634                 | .6076       |
|                    |                 | Japan           | -1.3022                 | .1623       |
|                    |                 | Malaysia        | -.9306                  | .9784       |
|                    |                 | Mexico          | -1.1566                 | .7911       |
|                    |                 | Poland          | -1.0189                 | .8008       |
|                    |                 | Russia          | -1.5503                 | .4880       |
|                    |                 | Spain           | -1.6465                 | .7495       |
|                    |                 | Switzerland     | -.2939                  | 1.5258      |
| Turkey             | -1.2440         | .5167           |                         |             |
| Venezuela          | -.5494          | 1.2632          |                         |             |
|                    | Spain           | America         | -.3134                  | 1.8466      |
|                    |                 | Argentina       | -.3885                  | 2.1877      |
|                    |                 | Australia       | -.9267                  | 2.0799      |
|                    |                 | Brazil          | -.6851                  | 1.6083      |
|                    |                 | GB              | -.4000                  | 1.8567      |
|                    |                 | Canada          | -.8564                  | 1.8383      |
|                    |                 | China           | -1.3021                 | 1.6476      |
|                    |                 | Netherlands     | -.3659                  | 2.0210      |
|                    |                 | Philippines     | -.8802                  | 1.7179      |
|                    |                 | France          | -.8876                  | 1.6076      |
|                    |                 | Germany         | -.8776                  | 1.6605      |
|                    |                 | India           | -.7995                  | 1.7568      |
|                    |                 | Indonesia       | -1.6228                 | 1.3639      |
|                    |                 | Japan           | -1.2881                 | 1.0451      |
|                    |                 | Malaysia        | -.8452                  | 1.7899      |
|                    |                 | Mexico          | -1.0659                 | 1.5973      |
|                    |                 | Poland          | -.9461                  | 1.6249      |
|                    |                 | Russia          | -1.4478                 | 1.2824      |
|                    |                 | Singapore       | -.7495                  | 1.6465      |
|                    |                 | Switzerland     | -.2211                  | 2.3499      |
| Turkey             | -1.1800         | 1.3496          |                         |             |
| Venezuela          | -.4777          | 2.0884          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse     | Switzerland     | America         | -1.0455                 | .4499       |
|                    |                 | Argentina       | -1.1904                 | .8608       |
|                    |                 | Australia       | -1.7734                 | .7977       |
|                    |                 | Brazil          | -1.4440                 | .2384       |
|                    |                 | GB              | -1.1520                 | .4799       |
|                    |                 | Canada          | -1.6726                 | .5256       |
|                    |                 | China           | -2.1438                 | .3605       |
|                    |                 | Netherlands     | -1.1408                 | .6671       |
|                    |                 | Philippines     | -1.6848                 | .3937       |
|                    |                 | France          | -1.6787                 | .2699       |
|                    |                 | Germany         | -1.6746                 | .3286       |
|                    |                 | India           | -1.5988                 | .4273       |
|                    |                 | Indonesia       | -2.4678                 | .0801       |
|                    |                 | Japan           | -2.0540                 | -.3178      |
|                    |                 | Malaysia        | -1.6544                 | .4703       |
|                    |                 | Mexico          | -1.8785                 | .2810       |
|                    |                 | Poland          | -1.7474                 | .2974       |
|                    |                 | Russia          | -2.2678                 | -.0263      |
|                    |                 | Singapore       | -1.5258                 | .2939       |
|                    |                 | Spain           | -2.3499                 | .2211       |
| Turkey             | -1.9758         | .0166           |                         |             |
| Venezuela          | -1.2783         | .7602           |                         |             |
|                    | Turkey          | America         | -.0297                  | 1.3933      |
|                    |                 | Argentina       | -.1847                  | 1.8143      |
|                    |                 | Australia       | -.7731                  | 1.7566      |
|                    |                 | Brazil          | -.4324                  | 1.1860      |
|                    |                 | GB              | -.1394                  | 1.4264      |
|                    |                 | Canada          | -.6687                  | 1.4809      |
|                    |                 | China           | -1.1429                 | 1.3188      |
|                    |                 | Netherlands     | -.1314                  | 1.6169      |
|                    |                 | Philippines     | -.6795                  | 1.3476      |
|                    |                 | France          | -.6716                  | 1.2219      |
|                    |                 | Germany         | -.6682                  | 1.2814      |
|                    |                 | India           | -.5928                  | 1.3805      |
|                    |                 | Indonesia       | -1.4673                 | 1.0387      |
|                    |                 | Japan           | -1.0434                 | .6308       |
|                    |                 | Malaysia        | -.6496                  | 1.4247      |
|                    |                 | Mexico          | -.8741                  | 1.2359      |
|                    |                 | Poland          | -.7416                  | 1.2508      |
|                    |                 | Russia          | -1.2644                 | .9294       |
|                    |                 | Singapore       | -.5167                  | 1.2440      |
|                    |                 | Spain           | -1.3496                 | 1.1800      |
| Switzerland        | -.0166          | 1.9758          |                         |             |
| Venezuela          | -.2724          | 1.7135          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 13 Risk Averse      | Venezuela       | America         | -.7821                  | .7046       |
|                     |                 | Argentina       | -.9282                  | 1.1167      |
|                     |                 | Australia       | -1.5118                 | 1.0542      |
|                     |                 | Brazil          | -1.1811                 | .4936       |
|                     |                 | GB              | -.8890                  | .7350       |
|                     |                 | Canada          | -1.4106                 | .7817       |
|                     |                 | China           | -1.8822                 | .6169       |
|                     |                 | Netherlands     | -.8781                  | .9225       |
|                     |                 | Philippines     | -1.4227                 | .6497       |
|                     |                 | France          | -1.4163                 | .5256       |
|                     |                 | Germany         | -1.4123                 | .5844       |
|                     |                 | India           | -1.3366                 | .6832       |
|                     |                 | Indonesia       | -2.2062                 | .3366       |
|                     |                 | Japan           | -1.7912                 | -.0625      |
|                     |                 | Malaysia        | -1.3923                 | .7263       |
|                     |                 | Mexico          | -1.6164                 | .5371       |
|                     |                 | Poland          | -1.4852                 | .5533       |
| Russia              | -2.0059         | .2299           |                         |             |
| Singapore           | -1.2632         | .5494           |                         |             |
| Spain               | -2.0884         | .4777           |                         |             |
| Switzerland         | -.7602          | 1.2783          |                         |             |
| Turkey              | -1.7135         | .2724           |                         |             |
| 14 Friendly/Helpful | America         | Argentina       | -.6732                  | .7502       |
|                     |                 | Australia       | -1.0728                 | .9712       |
|                     |                 | Brazil          | -.6233                  | .2673       |
|                     |                 | GB              | -.2215                  | .5806       |
|                     |                 | Canada          | -.5440                  | 1.0640      |
|                     |                 | China           | -1.3117                 | .6567       |
|                     |                 | Netherlands     | -.7104                  | .3783       |
|                     |                 | Philippines     | -1.1093                 | .3493       |
|                     |                 | France          | -.5421                  | .7458       |
|                     |                 | Germany         | -.2308                  | 1.1301      |
|                     |                 | India           | -1.2246                 | .1664       |
|                     |                 | Indonesia       | -1.4331                 | .5847       |
|                     |                 | Japan           | -.3785                  | .6002       |
|                     |                 | Malaysia        | -.7376                  | .7793       |
|                     |                 | Mexico          | -1.3201                 | .2402       |
|                     |                 | Poland          | .2587                   | 1.6738      |
|                     |                 | Russia          | .3069                   | 1.9676      |
| Singapore           | -.5960          | .5102           |                         |             |
| Spain               | -1.2080         | .8361           |                         |             |
| Switzerland         | -.1850          | 1.2301          |                         |             |
| Turkey              | -.9470          | .3996           |                         |             |
| Venezuela           | -.8509          | .5561           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Argentina       | America         | -.7502                  | .6732       |
|                     |                 | Australia       | -1.3083                 | 1.1297      |
|                     |                 | Brazil          | -1.0163                 | .5832       |
|                     |                 | GB              | -.6350                  | .9170       |
|                     |                 | Canada          | -.8214                  | 1.2645      |
|                     |                 | China           | -1.5534                 | .8215       |
|                     |                 | Netherlands     | -1.0634                 | .6543       |
|                     |                 | Philippines     | -1.4050                 | .5680       |
|                     |                 | France          | -.8619                  | .9886       |
|                     |                 | Germany         | -.5398                  | 1.3621      |
|                     |                 | India           | -1.5294                 | .3942       |
|                     |                 | Indonesia       | -1.6707                 | .7453       |
|                     |                 | Japan           | -.7528                  | .8975       |
|                     |                 | Malaysia        | -1.0259                 | .9906       |
|                     |                 | Mexico          | -1.6032                 | .4462       |
|                     |                 | Poland          | -.0428                  | 1.8983      |
|                     |                 | Russia          | .0353                   | 2.1621      |
|                     |                 | Singapore       | -.9458                  | .7830       |
|                     |                 | Spain           | -1.4434                 | .9945       |
|                     |                 | Switzerland     | -.4865                  | 1.4546      |
| Turkey              | -1.2580         | .6337           |                         |             |
| Venezuela           | -1.1535         | .7817           |                         |             |
|                     | Australia       | America         | -.9712                  | 1.0728      |
|                     |                 | Argentina       | -1.1297                 | 1.3083      |
|                     |                 | Brazil          | -1.2124                 | .9579       |
|                     |                 | GB              | -.8375                  | 1.2981      |
|                     |                 | Canada          | -.9642                  | 1.5859      |
|                     |                 | China           | -1.6724                 | 1.1190      |
|                     |                 | Netherlands     | -1.2447                 | 1.0142      |
|                     |                 | Philippines     | -1.5585                 | .9001       |
|                     |                 | France          | -1.0280                 | 1.3333      |
|                     |                 | Germany         | -.7005                  | 1.7014      |
|                     |                 | India           | -1.6879                 | .7312       |
|                     |                 | Indonesia       | -1.7866                 | 1.0398      |
|                     |                 | Japan           | -.9424                  | 1.2656      |
|                     |                 | Malaysia        | -1.1751                 | 1.3185      |
|                     |                 | Mexico          | -1.7493                 | .7710       |
|                     |                 | Poland          | -.1995                  | 2.2336      |
|                     |                 | Russia          | -.1038                  | 2.4798      |
|                     |                 | Singapore       | -1.1258                 | 1.1416      |
|                     |                 | Spain           | -1.5578                 | 1.2875      |
|                     |                 | Switzerland     | -.6432                  | 1.7898      |
| Turkey              | -1.4198         | .9740           |                         |             |
| Venezuela           | -1.3108         | 1.1176          |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Brazil          | America         | -.2673                  | .6233       |
|                     |                 | Argentina       | -.5832                  | 1.0163      |
|                     |                 | Australia       | -.9579                  | 1.2124      |
|                     |                 | GB              | -.1845                  | .8997       |
|                     |                 | Canada          | -.4448                  | 1.3209      |
|                     |                 | China           | -1.1991                 | .9002       |
|                     |                 | Netherlands     | -.6432                  | .6672       |
|                     |                 | Philippines     | -1.0174                 | .6135       |
|                     |                 | France          | -.4602                  | 1.0200      |
|                     |                 | Germany         | -.1443                  | 1.3997      |
|                     |                 | India           | -1.1365                 | .4342       |
|                     |                 | Indonesia       | -1.3190                 | .8267       |
|                     |                 | Japan           | -.3215                  | .8992       |
|                     |                 | Malaysia        | -.6427                  | 1.0405      |
|                     |                 | Mexico          | -1.2232                 | .4993       |
|                     |                 | Poland          | .3483                   | 1.9404      |
|                     |                 | Russia          | .4083                   | 2.2222      |
|                     |                 | Singapore       | -.5274                  | .7977       |
|                     |                 | Spain           | -1.0931                 | 1.0773      |
|                     |                 | Switzerland     | -.0955                  | 1.4966      |
| Turkey              | -.8614          | .6701           |                         |             |
| Venezuela           | -.7618          | .8231           |                         |             |
|                     | GB              | America         | -.5806                  | .2215       |
|                     |                 | Argentina       | -.9170                  | .6350       |
|                     |                 | Australia       | -1.2981                 | .8375       |
|                     |                 | Brazil          | -.8997                  | .1845       |
|                     |                 | Canada          | -.7809                  | .9419       |
|                     |                 | China           | -1.5387                 | .5246       |
|                     |                 | Netherlands     | -.9716                  | .2804       |
|                     |                 | Philippines     | -1.3516                 | .2326       |
|                     |                 | France          | -.7920                  | .6367       |
|                     |                 | Germany         | -.4773                  | 1.0175      |
|                     |                 | India           | -1.4698                 | .0525       |
|                     |                 | Indonesia       | -1.6590                 | .4515       |
|                     |                 | Japan           | -.6476                  | .5102       |
|                     |                 | Malaysia        | -.9777                  | .6604       |
|                     |                 | Mexico          | -1.5587                 | .1197       |
|                     |                 | Poland          | .0146                   | 1.5589      |
|                     |                 | Russia          | .0716                   | 1.8437      |
|                     |                 | Singapore       | -.8561                  | .4112       |
|                     |                 | Spain           | -1.4333                 | .7023       |
|                     |                 | Switzerland     | -.4292                  | 1.1152      |
| Turkey              | -1.1941         | .2877           |                         |             |
| Venezuela           | -1.0953         | .4415           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Canada          | America         | -1.0640                 | .5440       |
|                     |                 | Argentina       | -1.2645                 | .8214       |
|                     |                 | Australia       | -1.5859                 | .9642       |
|                     |                 | Brazil          | -1.3209                 | .4448       |
|                     |                 | GB              | -.9419                  | .7809       |
|                     |                 | China           | -1.8324                 | .6574       |
|                     |                 | Netherlands     | -1.3628                 | .5107       |
|                     |                 | Philippines     | -1.6950                 | .4150       |
|                     |                 | France          | -1.1561                 | .8398       |
|                     |                 | Germany         | -.8322                  | 1.2115      |
|                     |                 | India           | -1.8211                 | .2428       |
|                     |                 | Indonesia       | -1.9488                 | .5804       |
|                     |                 | Japan           | -1.0551                 | .7567       |
|                     |                 | Malaysia        | -1.3145                 | .8362       |
|                     |                 | Mexico          | -1.8908                 | .2908       |
|                     |                 | Poland          | -.3339                  | 1.7464      |
|                     |                 | Russia          | -.2500                  | 2.0044      |
|                     |                 | Singapore       | -1.2448                 | .6389       |
|                     |                 | Spain           | -1.7210                 | .8291       |
|                     |                 | Switzerland     | -.7776                  | 1.3026      |
| Turkey              | -1.5508         | .4834           |                         |             |
| Venezuela           | -1.4447         | .6299           |                         |             |
|                     | China           | America         | -.6567                  | 1.3117      |
|                     |                 | Argentina       | -.8215                  | 1.5534      |
|                     |                 | Australia       | -1.1190                 | 1.6724      |
|                     |                 | Brazil          | -.9002                  | 1.1991      |
|                     |                 | GB              | -.5246                  | 1.5387      |
|                     |                 | Canada          | -.6574                  | 1.8324      |
|                     |                 | Netherlands     | -.9339                  | 1.2568      |
|                     |                 | Philippines     | -1.2505                 | 1.1455      |
|                     |                 | France          | -.7188                  | 1.5774      |
|                     |                 | Germany         | -.3918                  | 1.9461      |
|                     |                 | India           | -1.3794                 | .9761       |
|                     |                 | Indonesia       | -1.4828                 | 1.2894      |
|                     |                 | Japan           | -.6307                  | 1.5074      |
|                     |                 | Malaysia        | -.8676                  | 1.5644      |
|                     |                 | Mexico          | -1.4422                 | 1.0172      |
|                     |                 | Poland          | .1088                   | 2.4787      |
|                     |                 | Russia          | .2026                   | 2.7268      |
|                     |                 | Singapore       | -.8151                  | 1.3843      |
|                     |                 | Spain           | -1.2541                 | 1.5373      |
|                     |                 | Switzerland     | -.3349                  | 2.0349      |
| Turkey              | -1.1110         | 1.2186          |                         |             |
| Venezuela           | -1.0024         | 1.3626          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Netherlands     | America         | -.3783                  | .7104       |
|                     |                 | Argentina       | -.6543                  | 1.0634      |
|                     |                 | Australia       | -1.0142                 | 1.2447      |
|                     |                 | Brazil          | -.6672                  | .6432       |
|                     |                 | GB              | -.2804                  | .9716       |
|                     |                 | Canada          | -.5107                  | 1.3628      |
|                     |                 | China           | -1.2568                 | .9339       |
|                     |                 | Philippines     | -1.0874                 | .6595       |
|                     |                 | France          | -.5357                  | 1.0715      |
|                     |                 | Germany         | -.2174                  | 1.4488      |
|                     |                 | India           | -1.2085                 | .4823       |
|                     |                 | Indonesia       | -1.3757                 | .8594       |
|                     |                 | Japan           | -.4091                  | .9628       |
|                     |                 | Malaysia        | -.7110                  | 1.0849      |
|                     |                 | Mexico          | -1.2903                 | .5424       |
|                     |                 | Poland          | .2769                   | 1.9877      |
|                     |                 | Russia          | .3438                   | 2.2627      |
|                     |                 | Singapore       | -.6096                  | .8559       |
|                     |                 | Spain           | -1.1493                 | 1.1095      |
|                     |                 | Switzerland     | -.1668                  | 1.5440      |
| Turkey              | -.9349          | .7196           |                         |             |
| Venezuela           | -.8334          | .8707           |                         |             |
|                     | Philippines     | America         | -.3493                  | 1.1093      |
|                     |                 | Argentina       | -.5680                  | 1.4050      |
|                     |                 | Australia       | -.9001                  | 1.5585      |
|                     |                 | Brazil          | -.6135                  | 1.0174      |
|                     |                 | GB              | -.2326                  | 1.3516      |
|                     |                 | Canada          | -.4150                  | 1.6950      |
|                     |                 | China           | -1.1455                 | 1.2505      |
|                     |                 | Netherlands     | -.6595                  | 1.0874      |
|                     |                 | France          | -.4569                  | 1.4206      |
|                     |                 | Germany         | -.1345                  | 1.7938      |
|                     |                 | India           | -1.1240                 | .8257       |
|                     |                 | Indonesia       | -1.2626                 | 1.1742      |
|                     |                 | Japan           | -.3495                  | 1.3311      |
|                     |                 | Malaysia        | -.6198                  | 1.4216      |
|                     |                 | Mexico          | -1.1969                 | .8769       |
|                     |                 | Poland          | .3628                   | 2.3297      |
|                     |                 | Russia          | .4420                   | 2.5924      |
|                     |                 | Singapore       | -.5419                  | 1.2160      |
|                     |                 | Spain           | -1.0352                 | 1.4233      |
|                     |                 | Switzerland     | -.0810                  | 1.8860      |
| Turkey              | -.8528          | 1.0654          |                         |             |
| Venezuela           | -.7480          | 1.2131          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | France          | America         | -.7458                  | .5421       |
|                     |                 | Argentina       | -.9886                  | .8619       |
|                     |                 | Australia       | -1.3333                 | 1.0280      |
|                     |                 | Brazil          | -1.0200                 | .4602       |
|                     |                 | GB              | -.6367                  | .7920       |
|                     |                 | Canada          | -.8398                  | 1.1561      |
|                     |                 | China           | -1.5774                 | .7188       |
|                     |                 | Netherlands     | -1.0715                 | .5357       |
|                     |                 | Philippines     | -1.4206                 | .4569       |
|                     |                 | Germany         | -.5535                  | 1.2492      |
|                     |                 | India           | -1.5438                 | .2818       |
|                     |                 | Indonesia       | -1.6954                 | .6433       |
|                     |                 | Japan           | -.7584                  | .7764       |
|                     |                 | Malaysia        | -1.0426                 | .8806       |
|                     |                 | Mexico          | -1.6207                 | .3370       |
|                     |                 | Poland          | -.0576                  | 1.7864      |
|                     |                 | Russia          | .0161                   | 2.0546      |
|                     |                 | Singapore       | -.9543                  | .6648       |
|                     |                 | Spain           | -1.4685                 | .8929       |
|                     |                 | Switzerland     | -.5013                  | 1.3427      |
|                     |                 | Turkey          | -1.2715                 | .5204       |
|                     |                 | Venezuela       | -1.1681                 | .6696       |
|                     | Germany         | America         | -1.1301                 | .2308       |
|                     |                 | Argentina       | -1.3621                 | .5398       |
|                     |                 | Australia       | -1.7014                 | .7005       |
|                     |                 | Brazil          | -1.3997                 | .1443       |
|                     |                 | GB              | -1.0175                 | .4773       |
|                     |                 | Canada          | -1.2115                 | .8322       |
|                     |                 | China           | -1.9461                 | .3918       |
|                     |                 | Netherlands     | -1.4488                 | .2174       |
|                     |                 | Philippines     | -1.7938                 | .1345       |
|                     |                 | France          | -1.2492                 | .5535       |
|                     |                 | India           | -1.9177                 | -.0399      |
|                     |                 | Indonesia       | -2.0637                 | .3160       |
|                     |                 | Japan           | -1.1371                 | .4594       |
|                     |                 | Malaysia        | -1.4152                 | .5576       |
|                     |                 | Mexico          | -1.9928                 | .0135       |
|                     |                 | Poland          | -.4312                  | 1.4644      |
|                     |                 | Russia          | -.3552                  | 1.7302      |
|                     |                 | Singapore       | -1.3314                 | .3463       |
|                     |                 | Spain           | -1.8366                 | .5654       |
|                     |                 | Switzerland     | -.8750                  | 1.0207      |
|                     |                 | Turkey          | -1.6459                 | .1992       |
|                     |                 | Venezuela       | -1.5418                 | .3477       |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | India           | America         | -.1664                  | 1.2246      |
|                     |                 | Argentina       | -.3942                  | 1.5294      |
|                     |                 | Australia       | -.7312                  | 1.6879      |
|                     |                 | Brazil          | -.4342                  | 1.1365      |
|                     |                 | GB              | -.0525                  | 1.4698      |
|                     |                 | Canada          | -.2428                  | 1.8211      |
|                     |                 | China           | -.9761                  | 1.3794      |
|                     |                 | Netherlands     | -.4823                  | 1.2085      |
|                     |                 | Philippines     | -.8257                  | 1.1240      |
|                     |                 | France          | -.2818                  | 1.5438      |
|                     |                 | Germany         | .0399                   | 1.9177      |
|                     |                 | Indonesia       | -1.0936                 | 1.3035      |
|                     |                 | Japan           | -.1712                  | 1.4511      |
|                     |                 | Malaysia        | -.4468                  | 1.5469      |
|                     |                 | Mexico          | -1.0243                 | 1.0026      |
|                     |                 | Poland          | .5367                   | 2.4541      |
|                     |                 | Russia          | .6137                   | 2.7190      |
|                     |                 | Singapore       | -.3649                  | 1.3374      |
|                     |                 | Spain           | -.8664                  | 1.5528      |
|                     |                 | Switzerland     | .0929                   | 2.0104      |
| Turkey              | -.6783          | 1.1892          |                         |             |
| Venezuela           | -.5739          | 1.3374          |                         |             |
|                     | Indonesia       | America         | -.5847                  | 1.4331      |
|                     |                 | Argentina       | -.7453                  | 1.6707      |
|                     |                 | Australia       | -1.0398                 | 1.7866      |
|                     |                 | Brazil          | -.8267                  | 1.3190      |
|                     |                 | GB              | -.4515                  | 1.6590      |
|                     |                 | Canada          | -.5804                  | 1.9488      |
|                     |                 | China           | -1.2894                 | 1.4828      |
|                     |                 | Netherlands     | -.8594                  | 1.3757      |
|                     |                 | Philippines     | -1.1742                 | 1.2626      |
|                     |                 | France          | -.6433                  | 1.6954      |
|                     |                 | Germany         | -.3160                  | 2.0637      |
|                     |                 | India           | -1.3035                 | 1.0936      |
|                     |                 | Japan           | -.5568                  | 1.6269      |
|                     |                 | Malaysia        | -.7910                  | 1.6812      |
|                     |                 | Mexico          | -1.3653                 | 1.1337      |
|                     |                 | Poland          | .1849                   | 2.5960      |
|                     |                 | Russia          | .2799                   | 2.8429      |
|                     |                 | Singapore       | -.7406                  | 1.5032      |
|                     |                 | Spain           | -1.1750                 | 1.6515      |
|                     |                 | Switzerland     | -.2588                  | 2.1523      |
| Turkey              | -1.0352         | 1.3363          |                         |             |
| Venezuela           | -.9263          | 1.4799          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Japan           | America         | -.6002                  | .3785       |
|                     |                 | Argentina       | -.8975                  | .7528       |
|                     |                 | Australia       | -1.2656                 | .9424       |
|                     |                 | Brazil          | -.8992                  | .3215       |
|                     |                 | GB              | -.5102                  | .6476       |
|                     |                 | Canada          | -.7567                  | 1.0551      |
|                     |                 | China           | -1.5074                 | .6307       |
|                     |                 | Netherlands     | -.9628                  | .4091       |
|                     |                 | Philippines     | -1.3311                 | .3495       |
|                     |                 | France          | -.7764                  | .7584       |
|                     |                 | Germany         | -.4594                  | 1.1371      |
|                     |                 | India           | -1.4511                 | .1712       |
|                     |                 | Indonesia       | -1.6269                 | .5568       |
|                     |                 | Malaysia        | -.9557                  | .7758       |
|                     |                 | Mexico          | -1.5356                 | .2340       |
|                     |                 | Poland          | .0339                   | 1.6769      |
|                     |                 | Russia          | .0970                   | 1.9557      |
|                     |                 | Singapore       | -.8467                  | .5392       |
|                     |                 | Spain           | -1.4008                 | .8072       |
|                     |                 | Switzerland     | -.4098                  | 1.2332      |
| Turkey              | -1.1767         | .4076           |                         |             |
| Venezuela           | -1.0762         | .5598           |                         |             |
|                     | Malaysia        | America         | -.7793                  | .7376       |
|                     |                 | Argentina       | -.9906                  | 1.0259      |
|                     |                 | Australia       | -1.3185                 | 1.1751      |
|                     |                 | Brazil          | -1.0405                 | .6427       |
|                     |                 | GB              | -.6604                  | .9777       |
|                     |                 | Canada          | -.8362                  | 1.3145      |
|                     |                 | China           | -1.5644                 | .8676       |
|                     |                 | Netherlands     | -1.0849                 | .7110       |
|                     |                 | Philippines     | -1.4216                 | .6198       |
|                     |                 | France          | -.8806                  | 1.0426      |
|                     |                 | Germany         | -.5576                  | 1.4152      |
|                     |                 | India           | -1.5469                 | .4468       |
|                     |                 | Indonesia       | -1.6812                 | .7910       |
|                     |                 | Japan           | -.7758                  | .9557       |
|                     |                 | Mexico          | -1.6185                 | .4968       |
|                     |                 | Poland          | -.0599                  | 1.9507      |
|                     |                 | Russia          | .0211                   | 2.2115      |
|                     |                 | Singapore       | -.9671                  | .8395       |
|                     |                 | Spain           | -1.4536                 | 1.0400      |
|                     |                 | Switzerland     | -.5037                  | 1.5069      |
| Turkey              | -1.2761         | .6869           |                         |             |
| Venezuela           | -1.1707         | .8342           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Mexico          | America         | -.2402                  | 1.3201      |
|                     |                 | Argentina       | -.4462                  | 1.6032      |
|                     |                 | Australia       | -.7710                  | 1.7493      |
|                     |                 | Brazil          | -.4993                  | 1.2232      |
|                     |                 | GB              | -.1197                  | 1.5587      |
|                     |                 | Canada          | -.2908                  | 1.8908      |
|                     |                 | China           | -1.0172                 | 1.4422      |
|                     |                 | Netherlands     | -.5424                  | 1.2903      |
|                     |                 | Philippines     | -.8769                  | 1.1969      |
|                     |                 | France          | -.3370                  | 1.6207      |
|                     |                 | Germany         | -.0135                  | 1.9928      |
|                     |                 | India           | -1.0026                 | 1.0243      |
|                     |                 | Indonesia       | -1.1337                 | 1.3653      |
|                     |                 | Japan           | -.2340                  | 1.5356      |
|                     |                 | Malaysia        | -.4968                  | 1.6185      |
|                     |                 | Poland          | .4845                   | 2.5280      |
|                     |                 | Russia          | .5668                   | 2.7876      |
|                     |                 | Singapore       | -.4245                  | 1.4187      |
|                     |                 | Spain           | -.9061                  | 1.6142      |
|                     |                 | Switzerland     | .0407                   | 2.0843      |
| Turkey              | -.7321          | 1.2647          |                         |             |
| Venezuela           | -.6264          | 1.4115          |                         |             |
|                     | Poland          | America         | -1.6738                 | -.2587      |
|                     |                 | Argentina       | -1.8983                 | .0428       |
|                     |                 | Australia       | -2.2336                 | .1995       |
|                     |                 | Brazil          | -1.9404                 | -.3483      |
|                     |                 | GB              | -1.5589                 | -.0146      |
|                     |                 | Canada          | -1.7464                 | .3339       |
|                     |                 | China           | -2.4787                 | -.1088      |
|                     |                 | Netherlands     | -1.9877                 | -.2769      |
|                     |                 | Philippines     | -2.3297                 | -.3628      |
|                     |                 | France          | -1.7864                 | .0576       |
|                     |                 | Germany         | -1.4644                 | .4312       |
|                     |                 | India           | -2.4541                 | -.5367      |
|                     |                 | Indonesia       | -2.5960                 | -.1849      |
|                     |                 | Japan           | -1.6769                 | -.0339      |
|                     |                 | Malaysia        | -1.9507                 | .0599       |
|                     |                 | Mexico          | -2.5280                 | -.4845      |
|                     |                 | Russia          | -.8897                  | 1.2316      |
|                     |                 | Singapore       | -1.8702                 | -.1482      |
|                     |                 | Spain           | -2.3687                 | .0643       |
|                     |                 | Switzerland     | -1.4112                 | .5237       |
| Turkey              | -2.1827         | -.2972          |                         |             |
| Venezuela           | -2.0782         | -.1492          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Russia          | America         | -1.9676                 | -.3069      |
|                     |                 | Argentina       | -2.1621                 | -.0353      |
|                     |                 | Australia       | -2.4798                 | .1038       |
|                     |                 | Brazil          | -2.2222                 | -.4083      |
|                     |                 | GB              | -1.8437                 | -.0716      |
|                     |                 | Canada          | -2.0044                 | .2500       |
|                     |                 | China           | -2.7268                 | -.2026      |
|                     |                 | Netherlands     | -2.2627                 | -.3438      |
|                     |                 | Philippines     | -2.5924                 | -.4420      |
|                     |                 | France          | -2.0546                 | -.0161      |
|                     |                 | Germany         | -1.7302                 | .3552       |
|                     |                 | India           | -2.7190                 | -.6137      |
|                     |                 | Indonesia       | -2.8429                 | -.2799      |
|                     |                 | Japan           | -1.9557                 | -.0970      |
|                     |                 | Malaysia        | -2.2115                 | -.0211      |
|                     |                 | Mexico          | -2.7876                 | -.5668      |
|                     |                 | Poland          | -1.2316                 | .8897       |
|                     |                 | Singapore       | -2.1446                 | -.2157      |
|                     |                 | Spain           | -2.6150                 | -.0313      |
|                     |                 | Switzerland     | -1.6753                 | .4459       |
| Turkey              | -2.4490         | -.3728          |                         |             |
| Venezuela           | -2.3425         | -.2267          |                         |             |
|                     | Singapore       | America         | -.5102                  | .5960       |
|                     |                 | Argentina       | -.7830                  | .9458       |
|                     |                 | Australia       | -1.1416                 | 1.1258      |
|                     |                 | Brazil          | -.7977                  | .5274       |
|                     |                 | GB              | -.4112                  | .8561       |
|                     |                 | Canada          | -.6389                  | 1.2448      |
|                     |                 | China           | -1.3843                 | .8151       |
|                     |                 | Netherlands     | -.8559                  | .6096       |
|                     |                 | Philippines     | -1.2160                 | .5419       |
|                     |                 | France          | -.6648                  | .9543       |
|                     |                 | Germany         | -.3463                  | 1.3314      |
|                     |                 | India           | -1.3374                 | .3649       |
|                     |                 | Indonesia       | -1.5032                 | .7406       |
|                     |                 | Japan           | -.5392                  | .8467       |
|                     |                 | Malaysia        | -.8395                  | .9671       |
|                     |                 | Mexico          | -1.4187                 | .4245       |
|                     |                 | Poland          | .1482                   | 1.8702      |
|                     |                 | Russia          | .2157                   | 2.1446      |
|                     |                 | Spain           | -1.2767                 | .9907       |
|                     |                 | Switzerland     | -.2956                  | 1.4264      |
| Turkey              | -1.0639         | .6023           |                         |             |
| Venezuela           | -.9621          | .7532           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Spain           | America         | -.8361                  | 1.2080      |
|                     |                 | Argentina       | -.9945                  | 1.4434      |
|                     |                 | Australia       | -1.2875                 | 1.5578      |
|                     |                 | Brazil          | -1.0773                 | 1.0931      |
|                     |                 | GB              | -.7023                  | 1.4333      |
|                     |                 | Canada          | -.8291                  | 1.7210      |
|                     |                 | China           | -1.5373                 | 1.2541      |
|                     |                 | Netherlands     | -1.1095                 | 1.1493      |
|                     |                 | Philippines     | -1.4233                 | 1.0352      |
|                     |                 | France          | -.8929                  | 1.4685      |
|                     |                 | Germany         | -.5654                  | 1.8366      |
|                     |                 | India           | -1.5528                 | .8664       |
|                     |                 | Indonesia       | -1.6515                 | 1.1750      |
|                     |                 | Japan           | -.8072                  | 1.4008      |
|                     |                 | Malaysia        | -1.0400                 | 1.4536      |
|                     |                 | Mexico          | -1.6142                 | .9061       |
|                     |                 | Poland          | -.0643                  | 2.3687      |
|                     |                 | Russia          | .0313                   | 2.6150      |
|                     |                 | Singapore       | -.9907                  | 1.2767      |
|                     |                 | Switzerland     | -.5081                  | 1.9250      |
| Turkey              | -1.2847         | 1.1092          |                         |             |
| Venezuela           | -1.1756         | 1.2527          |                         |             |
|                     | Switzerland     | America         | -1.2301                 | .1850       |
|                     |                 | Argentina       | -1.4546                 | .4865       |
|                     |                 | Australia       | -1.7898                 | .6432       |
|                     |                 | Brazil          | -1.4966                 | .0955       |
|                     |                 | GB              | -1.1152                 | .4292       |
|                     |                 | Canada          | -1.3026                 | .7776       |
|                     |                 | China           | -2.0349                 | .3349       |
|                     |                 | Netherlands     | -1.5440                 | .1668       |
|                     |                 | Philippines     | -1.8860                 | .0810       |
|                     |                 | France          | -1.3427                 | .5013       |
|                     |                 | Germany         | -1.0207                 | .8750       |
|                     |                 | India           | -2.0104                 | -.0929      |
|                     |                 | Indonesia       | -2.1523                 | .2588       |
|                     |                 | Japan           | -1.2332                 | .4098       |
|                     |                 | Malaysia        | -1.5069                 | .5037       |
|                     |                 | Mexico          | -2.0843                 | -.0407      |
|                     |                 | Poland          | -.5237                  | 1.4112      |
|                     |                 | Russia          | -.4459                  | 1.6753      |
|                     |                 | Singapore       | -1.4264                 | .2956       |
|                     |                 | Spain           | -1.9250                 | .5081       |
| Turkey              | -1.7389         | .1465           |                         |             |
| Venezuela           | -1.6344         | .2946           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable  | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|---------------------|-----------------|-----------------|-------------------------|-------------|
|                     |                 |                 | Lower Bound             | Upper Bound |
| 14 Friendly/Helpful | Turkey          | America         | -.3996                  | .9470       |
|                     |                 | Argentina       | -.6337                  | 1.2580      |
|                     |                 | Australia       | -.9740                  | 1.4198      |
|                     |                 | Brazil          | -.6701                  | .8614       |
|                     |                 | GB              | -.2877                  | 1.1941      |
|                     |                 | Canada          | -.4834                  | 1.5508      |
|                     |                 | China           | -1.2186                 | 1.1110      |
|                     |                 | Netherlands     | -.7196                  | .9349       |
|                     |                 | Philippines     | -1.0654                 | .8528       |
|                     |                 | France          | -.5204                  | 1.2715      |
|                     |                 | Germany         | -.1992                  | 1.6459      |
|                     |                 | India           | -1.1892                 | .6783       |
|                     |                 | Indonesia       | -1.3363                 | 1.0352      |
|                     |                 | Japan           | -.4076                  | 1.1767      |
|                     |                 | Malaysia        | -.6869                  | 1.2761      |
|                     |                 | Mexico          | -1.2647                 | .7321       |
|                     |                 | Poland          | .2972                   | 2.1827      |
|                     |                 | Russia          | .3728                   | 2.4490      |
|                     |                 | Singapore       | -.6023                  | 1.0639      |
|                     |                 | Spain           | -1.1092                 | 1.2847      |
| Switzerland         | -.1465          | 1.7389          |                         |             |
| Venezuela           | -.8133          | 1.0659          |                         |             |
|                     | Venezuela       | America         | -.5561                  | .8509       |
|                     |                 | Argentina       | -.7817                  | 1.1535      |
|                     |                 | Australia       | -1.1176                 | 1.3108      |
|                     |                 | Brazil          | -.8231                  | .7618       |
|                     |                 | GB              | -.4415                  | 1.0953      |
|                     |                 | Canada          | -.6299                  | 1.4447      |
|                     |                 | China           | -1.3626                 | 1.0024      |
|                     |                 | Netherlands     | -.8707                  | .8334       |
|                     |                 | Philippines     | -1.2131                 | .7480       |
|                     |                 | France          | -.6696                  | 1.1681      |
|                     |                 | Germany         | -.3477                  | 1.5418      |
|                     |                 | India           | -1.3374                 | .5739       |
|                     |                 | Indonesia       | -1.4799                 | .9263       |
|                     |                 | Japan           | -.5598                  | 1.0762      |
|                     |                 | Malaysia        | -.8342                  | 1.1707      |
|                     |                 | Mexico          | -1.4115                 | .6264       |
|                     |                 | Poland          | .1492                   | 2.0782      |
|                     |                 | Russia          | .2267                   | 2.3425      |
|                     |                 | Singapore       | -.7532                  | .9621       |
|                     |                 | Spain           | -1.2527                 | 1.1756      |
| Switzerland         | -.2946          | 1.6344          |                         |             |
| Turkey              | -1.0659         | .8133           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | America         | Argentina       | -.9748                  | .6256       |
|                    |                 | Australia       | -1.0239                 | 1.2742      |
|                    |                 | Brazil          | -.7629                  | .2384       |
|                    |                 | GB              | -.5928                  | .3090       |
|                    |                 | Canada          | -1.1353                 | .6726       |
|                    |                 | China           | -1.9540                 | .2590       |
|                    |                 | Netherlands     | -.8333                  | .3907       |
|                    |                 | Philippines     | -1.1566                 | .4832       |
|                    |                 | France          | -.7544                  | .6936       |
|                    |                 | Germany         | -.9819                  | .5481       |
|                    |                 | India           | -1.3522                 | .2117       |
|                    |                 | Indonesia       | -2.1312                 | .1375       |
|                    |                 | Japan           | -1.0851                 | .0153       |
|                    |                 | Malaysia        | -.9932                  | .7123       |
|                    |                 | Mexico          | -1.4871                 | .2671       |
|                    |                 | Poland          | -1.0305                 | .5605       |
|                    |                 | Russia          | -1.0137                 | .8534       |
|                    |                 | Singapore       | -.8581                  | .3855       |
|                    |                 | Spain           | -1.5239                 | .7742       |
|                    |                 | Switzerland     | -.8993                  | .6917       |
| Turkey             | -1.1996         | .3144           |                         |             |
| Venezuela          | -1.2454         | .3364           |                         |             |
|                    | Argentina       | America         | -.6256                  | .9748       |
|                    |                 | Australia       | -1.0708                 | 1.6702      |
|                    |                 | Brazil          | -.9868                  | .8115       |
|                    |                 | GB              | -.8397                  | .9051       |
|                    |                 | Canada          | -1.2293                 | 1.1158      |
|                    |                 | China           | -2.0080                 | .6621       |
|                    |                 | Netherlands     | -1.0123                 | .9189       |
|                    |                 | Philippines     | -1.2712                 | .9470       |
|                    |                 | France          | -.8960                  | 1.1843      |
|                    |                 | Germany         | -1.1115                 | 1.0268      |
|                    |                 | India           | -1.4770                 | .6856       |
|                    |                 | Indonesia       | -2.1804                 | .5358       |
|                    |                 | Japan           | -1.2880                 | .5674       |
|                    |                 | Malaysia        | -1.0994                 | 1.1677      |
|                    |                 | Mexico          | -1.5875                 | .7166       |
|                    |                 | Poland          | -1.1516                 | 1.0307      |
|                    |                 | Russia          | -1.1012                 | 1.2899      |
|                    |                 | Singapore       | -1.0336                 | .9101       |
|                    |                 | Spain           | -1.5708                 | 1.1702      |
|                    |                 | Switzerland     | -1.0204                 | 1.1620      |
| Turkey             | -1.3314         | .7954           |                         |             |
| Venezuela          | -1.3677         | .8079           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | Australia       | America         | -1.2742                 | 1.0239      |
|                    |                 | Argentina       | -1.6702                 | 1.0708      |
|                    |                 | Brazil          | -1.6074                 | .8327       |
|                    |                 | GB              | -1.4675                 | .9335       |
|                    |                 | Canada          | -1.7900                 | 1.0771      |
|                    |                 | China           | -2.5418                 | .5965       |
|                    |                 | Netherlands     | -1.6162                 | .9234       |
|                    |                 | Philippines     | -1.8439                 | .9203       |
|                    |                 | France          | -1.4830                 | 1.1719      |
|                    |                 | Germany         | -1.6923                 | 1.0082      |
|                    |                 | India           | -2.0553                 | .6645       |
|                    |                 | Indonesia       | -2.7109                 | .4669       |
|                    |                 | Japan           | -1.9012                 | .5812       |
|                    |                 | Malaysia        | -1.6674                 | 1.1362      |
|                    |                 | Mexico          | -2.1519                 | .6816       |
|                    |                 | Poland          | -1.7279                 | 1.0076      |
|                    |                 | Russia          | -1.6577                 | 1.2471      |
|                    |                 | Singapore       | -1.6360                 | .9132       |
|                    |                 | Spain           | -2.0994                 | 1.0994      |
|                    |                 | Switzerland     | -1.5966                 | 1.1388      |
| Turkey             | -1.9134         | .7780           |                         |             |
| Venezuela          | -1.9446         | .7855           |                         |             |
|                    | Brazil          | America         | -.2384                  | .7629       |
|                    |                 | Argentina       | -.8115                  | .9868       |
|                    |                 | Australia       | -.8327                  | 1.6074      |
|                    |                 | GB              | -.4891                  | .7299       |
|                    |                 | Canada          | -.9617                  | 1.0235      |
|                    |                 | China           | -1.7654                 | .5948       |
|                    |                 | Netherlands     | -.6957                  | .7776       |
|                    |                 | Philippines     | -.9912                  | .8423       |
|                    |                 | France          | -.6003                  | 1.0639      |
|                    |                 | Germany         | -.8227                  | .9133       |
|                    |                 | India           | -1.1910                 | .5749       |
|                    |                 | Indonesia       | -1.9408                 | .4715       |
|                    |                 | Japan           | -.9589                  | .4136       |
|                    |                 | Malaysia        | -.8244                  | 1.0680      |
|                    |                 | Mexico          | -1.3160                 | .6205       |
|                    |                 | Poland          | -.8678                  | .9222       |
|                    |                 | Russia          | -.8376                  | 1.2017      |
|                    |                 | Singapore       | -.7190                  | .7708       |
|                    |                 | Spain           | -1.3327                 | 1.1074      |
|                    |                 | Switzerland     | -.7365                  | 1.0534      |
| Turkey             | -1.0413         | .6805           |                         |             |
| Venezuela          | -1.0831         | .6987           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | GB              | America         | -.3090                  | .5928       |
|                    |                 | Argentina       | -.9051                  | .8397       |
|                    |                 | Australia       | -.9335                  | 1.4675      |
|                    |                 | Brazil          | -.7299                  | .4891       |
|                    |                 | Canada          | -1.0579                 | .8790       |
|                    |                 | China           | -1.8655                 | .4542       |
|                    |                 | Netherlands     | -.7832                  | .6244       |
|                    |                 | Philippines     | -1.0854                 | .6957       |
|                    |                 | France          | -.6917                  | .9146       |
|                    |                 | Germany         | -.9153                  | .7652       |
|                    |                 | India           | -1.2841                 | .4273       |
|                    |                 | Indonesia       | -2.0414                 | .3314       |
|                    |                 | Japan           | -1.0438                 | .2578       |
|                    |                 | Malaysia        | -.9194                  | .9223       |
|                    |                 | Mexico          | -1.4116                 | .4753       |
|                    |                 | Poland          | -.9613                  | .7750       |
|                    |                 | Russia          | -.9345                  | 1.0579      |
|                    |                 | Singapore       | -.8068                  | .6180       |
|                    |                 | Spain           | -1.4335                 | .9675       |
|                    |                 | Switzerland     | -.8300                  | .9062       |
| Turkey             | -1.1337         | .5322           |                         |             |
| Venezuela          | -1.1765         | .5513           |                         |             |
|                    | Canada          | America         | -.6726                  | 1.1353      |
|                    |                 | Argentina       | -1.1158                 | 1.2293      |
|                    |                 | Australia       | -1.0771                 | 1.7900      |
|                    |                 | Brazil          | -1.0235                 | .9617       |
|                    |                 | GB              | -.8790                  | 1.0579      |
|                    |                 | China           | -2.0158                 | .7835       |
|                    |                 | Netherlands     | -1.0431                 | 1.0632      |
|                    |                 | Philippines     | -1.2915                 | 1.0808      |
|                    |                 | France          | -.9211                  | 1.3229      |
|                    |                 | Germany         | -1.1344                 | 1.1633      |
|                    |                 | India           | -1.4991                 | .8213       |
|                    |                 | Indonesia       | -2.1873                 | .6562       |
|                    |                 | Japan           | -1.3220                 | .7149       |
|                    |                 | Malaysia        | -1.1182                 | 1.2999      |
|                    |                 | Mexico          | -1.6050                 | .8477       |
|                    |                 | Poland          | -1.1731                 | 1.1657      |
|                    |                 | Russia          | -1.1162                 | 1.4185      |
|                    |                 | Singapore       | -1.0639                 | 1.0540      |
|                    |                 | Spain           | -1.5771                 | 1.2900      |
|                    |                 | Switzerland     | -1.0418                 | 1.2969      |
| Turkey             | -1.3548         | .9322           |                         |             |
| Venezuela          | -1.3894         | .9431           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | China           | America         | -.2590                  | 1.9540      |
|                    |                 | Argentina       | -.6621                  | 2.0080      |
|                    |                 | Australia       | -.5965                  | 2.5418      |
|                    |                 | Brazil          | -.5948                  | 1.7654      |
|                    |                 | GB              | -.4542                  | 1.8655      |
|                    |                 | Canada          | -.7835                  | 2.0158      |
|                    |                 | Netherlands     | -.6052                  | 1.8577      |
|                    |                 | Philippines     | -.8361                  | 1.8578      |
|                    |                 | France          | -.4737                  | 2.1079      |
|                    |                 | Germany         | -.6836                  | 1.9448      |
|                    |                 | India           | -1.0469                 | 1.6014      |
|                    |                 | Indonesia       | -1.7077                 | 1.4091      |
|                    |                 | Japan           | -.8893                  | 1.5146      |
|                    |                 | Malaysia        | -.6601                  | 2.0742      |
|                    |                 | Mexico          | -1.1450                 | 1.6200      |
|                    |                 | Poland          | -.7197                  | 1.9447      |
|                    |                 | Russia          | -.6516                  | 2.1863      |
|                    |                 | Singapore       | -.6252                  | 1.8476      |
|                    |                 | Spain           | -1.0965                 | 2.0418      |
|                    |                 | Switzerland     | -.5885                  | 2.0760      |
| Turkey             | -.9046          | 1.7145          |                         |             |
| Venezuela          | -.9364          | 1.7225          |                         |             |
|                    | Netherlands     | America         | -.3907                  | .8333       |
|                    |                 | Argentina       | -.9189                  | 1.0123      |
|                    |                 | Australia       | -.9234                  | 1.6162      |
|                    |                 | Brazil          | -.7776                  | .6957       |
|                    |                 | GB              | -.6244                  | .7832       |
|                    |                 | Canada          | -1.0632                 | 1.0431      |
|                    |                 | China           | -1.8577                 | .6052       |
|                    |                 | Philippines     | -1.0974                 | .8666       |
|                    |                 | France          | -.7126                  | 1.0943      |
|                    |                 | Germany         | -.9323                  | .9410       |
|                    |                 | India           | -1.2995                 | .6015       |
|                    |                 | Indonesia       | -2.0321                 | .4809       |
|                    |                 | Japan           | -1.0848                 | .4576       |
|                    |                 | Malaysia        | -.9287                  | 1.0904      |
|                    |                 | Mexico          | -1.4190                 | .6415       |
|                    |                 | Poland          | -.9754                  | .9480       |
|                    |                 | Russia          | -.9376                  | 1.2198      |
|                    |                 | Singapore       | -.8389                  | .8088       |
|                    |                 | Spain           | -1.4234                 | 1.1162      |
|                    |                 | Switzerland     | -.8442                  | 1.0792      |
| Turkey             | -1.1514         | .7088           |                         |             |
| Venezuela          | -1.1911         | .7247           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | Philippines     | America         | -.4832                  | 1.1566      |
|                    |                 | Argentina       | -.9470                  | 1.2712      |
|                    |                 | Australia       | -.9203                  | 1.8439      |
|                    |                 | Brazil          | -.8423                  | .9912       |
|                    |                 | GB              | -.6957                  | 1.0854      |
|                    |                 | Canada          | -1.0808                 | 1.2915      |
|                    |                 | China           | -1.8578                 | .8361       |
|                    |                 | Netherlands     | -.8666                  | 1.0974      |
|                    |                 | France          | -.7492                  | 1.3617      |
|                    |                 | Germany         | -.9642                  | 1.2038      |
|                    |                 | India           | -1.3296                 | .8624       |
|                    |                 | Indonesia       | -2.0300                 | .7097       |
|                    |                 | Japan           | -1.1429                 | .7465       |
|                    |                 | Malaysia        | -.9513                  | 1.3438      |
|                    |                 | Mexico          | -1.4392                 | .8925       |
|                    |                 | Poland          | -1.0041                 | 1.2074      |
|                    |                 | Russia          | -.9524                  | 1.4653      |
|                    |                 | Singapore       | -.8878                  | 1.0886      |
|                    |                 | Spain           | -1.4203                 | 1.3439      |
|                    |                 | Switzerland     | -.8728                  | 1.3386      |
| Turkey             | -1.1842         | .9724           |                         |             |
| Venezuela          | -1.2202         | .9846           |                         |             |
|                    | France          | America         | -.6936                  | .7544       |
|                    |                 | Argentina       | -1.1843                 | .8960       |
|                    |                 | Australia       | -1.1719                 | 1.4830      |
|                    |                 | Brazil          | -1.0639                 | .6003       |
|                    |                 | GB              | -.9146                  | .6917       |
|                    |                 | Canada          | -1.3229                 | .9211       |
|                    |                 | China           | -2.1079                 | .4737       |
|                    |                 | Netherlands     | -1.0943                 | .7126       |
|                    |                 | Philippines     | -1.3617                 | .7492       |
|                    |                 | Germany         | -1.1999                 | .8269       |
|                    |                 | India           | -1.5661                 | .4864       |
|                    |                 | Indonesia       | -2.2811                 | .3482       |
|                    |                 | Japan           | -1.3672                 | .3583       |
|                    |                 | Malaysia        | -1.1911                 | .9711       |
|                    |                 | Mexico          | -1.6801                 | .5209       |
|                    |                 | Poland          | -1.2412                 | .8320       |
|                    |                 | Russia          | -1.1957                 | 1.0962      |
|                    |                 | Singapore       | -1.1160                 | .7043       |
|                    |                 | Spain           | -1.6719                 | .9830       |
|                    |                 | Switzerland     | -1.1099                 | .9632       |
| Turkey             | -1.4195         | .5951           |                         |             |
| Venezuela          | -1.4571         | .6090           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | Germany         | America         | -.5481                  | .9819       |
|                    |                 | Argentina       | -1.0268                 | 1.1115      |
|                    |                 | Australia       | -1.0082                 | 1.6923      |
|                    |                 | Brazil          | -.9133                  | .8227       |
|                    |                 | GB              | -.7652                  | .9153       |
|                    |                 | Canada          | -1.1633                 | 1.1344      |
|                    |                 | China           | -1.9448                 | .6836       |
|                    |                 | Netherlands     | -.9410                  | .9323       |
|                    |                 | Philippines     | -1.2038                 | .9642       |
|                    |                 | France          | -.8269                  | 1.1999      |
|                    |                 | India           | -1.4089                 | .7022       |
|                    |                 | Indonesia       | -2.1176                 | .5578       |
|                    |                 | Japan           | -1.2154                 | .5795       |
|                    |                 | Malaysia        | -1.0325                 | 1.1855      |
|                    |                 | Mexico          | -1.5210                 | .7348       |
|                    |                 | Poland          | -1.0837                 | 1.0475      |
|                    |                 | Russia          | -1.0356                 | 1.3090      |
|                    |                 | Singapore       | -.9625                  | .9237       |
|                    |                 | Spain           | -1.5082                 | 1.1923      |
|                    |                 | Switzerland     | -.9525                  | 1.1788      |
| Turkey             | -1.2629         | .8115           |                         |             |
| Venezuela          | -1.2997         | .8247           |                         |             |
|                    | India           | America         | -.2117                  | 1.3522      |
|                    |                 | Argentina       | -.6856                  | 1.4770      |
|                    |                 | Australia       | -.6645                  | 2.0553      |
|                    |                 | Brazil          | -.5749                  | 1.1910      |
|                    |                 | GB              | -.4273                  | 1.2841      |
|                    |                 | Canada          | -.8213                  | 1.4991      |
|                    |                 | China           | -1.6014                 | 1.0469      |
|                    |                 | Netherlands     | -.6015                  | 1.2995      |
|                    |                 | Philippines     | -.8624                  | 1.3296      |
|                    |                 | France          | -.4864                  | 1.5661      |
|                    |                 | Germany         | -.7022                  | 1.4089      |
|                    |                 | Indonesia       | -1.7741                 | .9209       |
|                    |                 | Japan           | -.8766                  | .9473       |
|                    |                 | Malaysia        | -.6910                  | 1.5506      |
|                    |                 | Mexico          | -1.1792                 | 1.0997      |
|                    |                 | Poland          | -.7426                  | 1.4131      |
|                    |                 | Russia          | -.6934                  | 1.6735      |
|                    |                 | Singapore       | -.6229                  | 1.2909      |
|                    |                 | Spain           | -1.1645                 | 1.5553      |
|                    |                 | Switzerland     | -.6114                  | 1.5444      |
| Turkey             | -.9221          | 1.1774          |                         |             |
| Venezuela          | -.9587          | 1.1903          |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | Indonesia       | America         | -.1375                  | 2.1312      |
|                    |                 | Argentina       | -.5358                  | 2.1804      |
|                    |                 | Australia       | -.4669                  | 2.7109      |
|                    |                 | Brazil          | -.4715                  | 1.9408      |
|                    |                 | GB              | -.3314                  | 2.0414      |
|                    |                 | Canada          | -.6562                  | 2.1873      |
|                    |                 | China           | -1.4091                 | 1.7077      |
|                    |                 | Netherlands     | -.4809                  | 2.0321      |
|                    |                 | Philippines     | -.7097                  | 2.0300      |
|                    |                 | France          | -.3482                  | 2.2811      |
|                    |                 | Germany         | -.5578                  | 2.1176      |
|                    |                 | India           | -.9209                  | 1.7741      |
|                    |                 | Japan           | -.7656                  | 1.6895      |
|                    |                 | Malaysia        | -.5333                  | 2.2461      |
|                    |                 | Mexico          | -1.0180                 | 1.7917      |
|                    |                 | Poland          | -.5935                  | 2.1172      |
|                    |                 | Russia          | -.5241                  | 2.3574      |
|                    |                 | Singapore       | -.5007                  | 2.0219      |
|                    |                 | Spain           | -.9669                  | 2.2109      |
|                    |                 | Switzerland     | -.4623                  | 2.2485      |
| Turkey             | -.7789          | 1.8874          |                         |             |
| Venezuela          | -.8103          | 1.8951          |                         |             |
|                    | Japan           | America         | -.0153                  | 1.0851      |
|                    |                 | Argentina       | -.5674                  | 1.2880      |
|                    |                 | Australia       | -.5812                  | 1.9012      |
|                    |                 | Brazil          | -.4136                  | .9589       |
|                    |                 | GB              | -.2578                  | 1.0438      |
|                    |                 | Canada          | -.7149                  | 1.3220      |
|                    |                 | China           | -1.5146                 | .8893       |
|                    |                 | Netherlands     | -.4576                  | 1.0848      |
|                    |                 | Philippines     | -.7465                  | 1.1429      |
|                    |                 | France          | -.3583                  | 1.3672      |
|                    |                 | Germany         | -.5795                  | 1.2154      |
|                    |                 | India           | -.9473                  | .8766       |
|                    |                 | Indonesia       | -1.6895                 | .7656       |
|                    |                 | Malaysia        | -.5789                  | 1.3678      |
|                    |                 | Mexico          | -1.0699                 | .9196       |
|                    |                 | Poland          | -.6238                  | 1.2235      |
|                    |                 | Russia          | -.5902                  | 1.4996      |
|                    |                 | Singapore       | -.4805                  | 1.0776      |
|                    |                 | Spain           | -1.0812                 | 1.4012      |
|                    |                 | Switzerland     | -.4925                  | 1.3547      |
| Turkey             | -.7984          | .9829           |                         |             |
| Venezuela          | -.8392          | 1.0001          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 15 Micro Mgr       | Malaysia        | America         | -.7123                  | .9932       |        |
|                    |                 | Argentina       | -1.1677                 | 1.0994      |        |
|                    |                 | Australia       | -1.1362                 | 1.6674      |        |
|                    |                 | Brazil          | -1.0680                 | .8244       |        |
|                    |                 | GB              | -.9223                  | .9194       |        |
|                    |                 | Canada          | -1.2999                 | 1.1182      |        |
|                    |                 | China           | -2.0742                 | .6601       |        |
|                    |                 | Netherlands     | -1.0904                 | .9287       |        |
|                    |                 | Philippines     | -1.3438                 | .9513       |        |
|                    |                 | France          | -.9711                  | 1.1911      |        |
|                    |                 | Germany         | -1.1855                 | 1.0325      |        |
|                    |                 | India           | -1.5506                 | .6910       |        |
|                    |                 | Indonesia       | -2.2461                 | .5333       |        |
|                    |                 | Japan           | -1.3678                 | .5789       |        |
|                    |                 | Mexico          | -1.6587                 | .7196       |        |
|                    |                 | Poland          | -1.2248                 | 1.0357      |        |
|                    |                 | Russia          | -1.1711                 | 1.2916      |        |
|                    |                 | Singapore       | -1.1114                 | .9197       |        |
|                    |                 | Spain           | -1.6362                 | 1.1674      |        |
|                    |                 | Switzerland     | -1.0936                 | 1.1669      |        |
|                    | Turkey          | -1.4056         | .8013                   |             |        |
|                    | Venezuela       | -1.4410         | .8130                   |             |        |
|                    |                 | Mexico          | America                 | -.2671      | 1.4871 |
|                    |                 |                 | Argentina               | -.7166      | 1.5875 |
|                    |                 |                 | Australia               | -.6816      | 2.1519 |
|                    |                 |                 | Brazil                  | -.6205      | 1.3160 |
|                    |                 |                 | GB                      | -.4753      | 1.4116 |
|                    |                 |                 | Canada                  | -.8477      | 1.6050 |
|                    |                 |                 | China                   | -1.6200     | 1.1450 |
|                    |                 |                 | Netherlands             | -.6415      | 1.4190 |
|                    |                 |                 | Philippines             | -.8925      | 1.4392 |
|                    |                 |                 | France                  | -.5209      | 1.6801 |
|                    |                 |                 | Germany                 | -.7348      | 1.5210 |
|                    | India           |                 | -1.0997                 | 1.1792      |        |
|                    | Indonesia       |                 | -1.7917                 | 1.0180      |        |
|                    | Japan           | -.9196          | 1.0699                  |             |        |
|                    | Malaysia        | -.7196          | 1.6587                  |             |        |
|                    | Poland          | -.7738          | 1.5238                  |             |        |
|                    | Russia          | -.7185          | 1.7782                  |             |        |
|                    | Singapore       | -.6624          | 1.4099                  |             |        |
|                    | Spain           | -1.1816         | 1.6519                  |             |        |
|                    | Switzerland     | -.6425          | 1.6550                  |             |        |
|                    | Turkey          | -.9550          | 1.2899                  |             |        |
|                    | Venezuela       | -.9900          | 1.3012                  |             |        |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | Poland          | America         | -.5605                  | 1.0305      |
|                    |                 | Argentina       | -1.0307                 | 1.1516      |
|                    |                 | Australia       | -1.0076                 | 1.7279      |
|                    |                 | Brazil          | -.9222                  | .8678       |
|                    |                 | GB              | -.7750                  | .9613       |
|                    |                 | Canada          | -1.1657                 | 1.1731      |
|                    |                 | China           | -1.9447                 | .7197       |
|                    |                 | Netherlands     | -.9480                  | .9754       |
|                    |                 | Philippines     | -1.2074                 | 1.0041      |
|                    |                 | France          | -.8320                  | 1.2412      |
|                    |                 | Germany         | -1.0475                 | 1.0837      |
|                    |                 | India           | -1.4131                 | .7426       |
|                    |                 | Indonesia       | -2.1172                 | .5935       |
|                    |                 | Japan           | -1.2235                 | .6238       |
|                    |                 | Malaysia        | -1.0357                 | 1.2248      |
|                    |                 | Mexico          | -1.5238                 | .7738       |
|                    |                 | Russia          | -1.0376                 | 1.3473      |
|                    |                 | Singapore       | -.9693                  | .9667       |
|                    |                 | Spain           | -1.5076                 | 1.2279      |
|                    |                 | Switzerland     | -.9565                  | 1.2190      |
| Turkey             | -1.2675         | .8523           |                         |             |
| Venezuela          | -1.3038         | .8649           |                         |             |
|                    | Russia          | America         | -.8534                  | 1.0137      |
|                    |                 | Argentina       | -1.2899                 | 1.1012      |
|                    |                 | Australia       | -1.2471                 | 1.6577      |
|                    |                 | Brazil          | -1.2017                 | .8376       |
|                    |                 | GB              | -1.0579                 | .9345       |
|                    |                 | Canada          | -1.4185                 | 1.1162      |
|                    |                 | China           | -2.1863                 | .6516       |
|                    |                 | Netherlands     | -1.2198                 | .9376       |
|                    |                 | Philippines     | -1.4653                 | .9524       |
|                    |                 | France          | -1.0962                 | 1.1957      |
|                    |                 | Germany         | -1.3090                 | 1.0356      |
|                    |                 | India           | -1.6735                 | .6934       |
|                    |                 | Indonesia       | -2.3574                 | .5241       |
|                    |                 | Japan           | -1.4996                 | .5902       |
|                    |                 | Malaysia        | -1.2916                 | 1.1711      |
|                    |                 | Mexico          | -1.7782                 | .7185       |
|                    |                 | Poland          | -1.3473                 | 1.0376      |
|                    |                 | Singapore       | -1.2404                 | .9282       |
|                    |                 | Spain           | -1.7471                 | 1.1577      |
|                    |                 | Switzerland     | -1.2160                 | 1.1689      |
| Turkey             | -1.5295         | .8047           |                         |             |
| Venezuela          | -1.5636         | .8151           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 15 Micro Mgr       | Singapore       | America         | -.3855                  | .8581       |        |
|                    |                 | Argentina       | -.9101                  | 1.0336      |        |
|                    |                 | Australia       | -.9132                  | 1.6360      |        |
|                    |                 | Brazil          | -.7708                  | .7190       |        |
|                    |                 | GB              | -.6180                  | .8068       |        |
|                    |                 | Canada          | -1.0540                 | 1.0639      |        |
|                    |                 | China           | -1.8476                 | .6252       |        |
|                    |                 | Netherlands     | -.8088                  | .8389       |        |
|                    |                 | Philippines     | -1.0886                 | .8878       |        |
|                    |                 | France          | -.7043                  | 1.1160      |        |
|                    |                 | Germany         | -.9237                  | .9625       |        |
|                    |                 | India           | -1.2909                 | .6229       |        |
|                    |                 | Indonesia       | -2.0219                 | .5007       |        |
|                    |                 | Japan           | -1.0776                 | .4805       |        |
|                    |                 | Malaysia        | -.9197                  | 1.1114      |        |
|                    |                 | Mexico          | -1.4099                 | .6624       |        |
|                    |                 | Poland          | -.9667                  | .9693       |        |
|                    |                 | Russia          | -.9282                  | 1.2404      |        |
|                    |                 | Spain           | -1.4132                 | 1.1360      |        |
|                    |                 | Switzerland     | -.8355                  | 1.1005      |        |
|                    | Turkey          | -1.1429         | .7303                   |             |        |
|                    | Venezuela       | -1.1824         | .7461                   |             |        |
|                    |                 | Spain           | America                 | -.7742      | 1.5239 |
|                    |                 |                 | Argentina               | -1.1702     | 1.5708 |
|                    |                 |                 | Australia               | -1.0994     | 2.0994 |
|                    |                 |                 | Brazil                  | -1.1074     | 1.3327 |
|                    |                 |                 | GB                      | -.9675      | 1.4335 |
|                    |                 |                 | Canada                  | -1.2900     | 1.5771 |
|                    |                 |                 | China                   | -2.0418     | 1.0965 |
|                    |                 |                 | Netherlands             | -1.1162     | 1.4234 |
|                    |                 |                 | Philippines             | -1.3439     | 1.4203 |
|                    |                 |                 | France                  | -.9830      | 1.6719 |
|                    |                 |                 | Germany                 | -1.1923     | 1.5082 |
|                    | India           |                 | -1.5553                 | 1.1645      |        |
|                    | Indonesia       |                 | -2.2109                 | .9669       |        |
|                    | Japan           | -1.4012         | 1.0812                  |             |        |
|                    | Malaysia        | -1.1674         | 1.6362                  |             |        |
|                    | Mexico          | -1.6519         | 1.1816                  |             |        |
|                    | Poland          | -1.2279         | 1.5076                  |             |        |
|                    | Russia          | -1.1577         | 1.7471                  |             |        |
|                    | Singapore       | -1.1360         | 1.4132                  |             |        |
|                    | Switzerland     | -1.0966         | 1.6388                  |             |        |
|                    | Turkey          | -1.4134         | 1.2780                  |             |        |
|                    | Venezuela       | -1.4446         | 1.2855                  |             |        |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr       | Switzerland     | America         | -.6917                  | .8993       |
|                    |                 | Argentina       | -1.1620                 | 1.0204      |
|                    |                 | Australia       | -1.1388                 | 1.5966      |
|                    |                 | Brazil          | -1.0534                 | .7365       |
|                    |                 | GB              | -.9062                  | .8300       |
|                    |                 | Canada          | -1.2969                 | 1.0418      |
|                    |                 | China           | -2.0760                 | .5885       |
|                    |                 | Netherlands     | -1.0792                 | .8442       |
|                    |                 | Philippines     | -1.3386                 | .8728       |
|                    |                 | France          | -.9632                  | 1.1099      |
|                    |                 | Germany         | -1.1788                 | .9525       |
|                    |                 | India           | -1.5444                 | .6114       |
|                    |                 | Indonesia       | -2.2485                 | .4623       |
|                    |                 | Japan           | -1.3547                 | .4925       |
|                    |                 | Malaysia        | -1.1669                 | 1.0936      |
|                    |                 | Mexico          | -1.6550                 | .6425       |
|                    |                 | Poland          | -1.2190                 | .9565       |
|                    |                 | Russia          | -1.1689                 | 1.2160      |
|                    |                 | Singapore       | -1.1005                 | .8355       |
|                    |                 | Spain           | -1.6388                 | 1.0966      |
| Turkey             | -1.3987         | .7210           |                         |             |
| Venezuela          | -1.4351         | .7337           |                         |             |
|                    | Turkey          | America         | -.3144                  | 1.1996      |
|                    |                 | Argentina       | -.7954                  | 1.3314      |
|                    |                 | Australia       | -.7780                  | 1.9134      |
|                    |                 | Brazil          | -.6805                  | 1.0413      |
|                    |                 | GB              | -.5322                  | 1.1337      |
|                    |                 | Canada          | -.9322                  | 1.3548      |
|                    |                 | China           | -1.7145                 | .9046       |
|                    |                 | Netherlands     | -.7088                  | 1.1514      |
|                    |                 | Philippines     | -.9724                  | 1.1842      |
|                    |                 | France          | -.5951                  | 1.4195      |
|                    |                 | Germany         | -.8115                  | 1.2629      |
|                    |                 | India           | -1.1774                 | .9221       |
|                    |                 | Indonesia       | -1.8874                 | .7789       |
|                    |                 | Japan           | -.9829                  | .7984       |
|                    |                 | Malaysia        | -.8013                  | 1.4056      |
|                    |                 | Mexico          | -1.2899                 | .9550       |
|                    |                 | Poland          | -.8523                  | 1.2675      |
|                    |                 | Russia          | -.8047                  | 1.5295      |
|                    |                 | Singapore       | -.7303                  | 1.1429      |
|                    |                 | Spain           | -1.2780                 | 1.4134      |
|                    | Switzerland     | -.7210          | 1.3987                  |             |
|                    | Venezuela       | -1.0683         | 1.0446                  |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 15 Micro Mgr                | Venezuela       | America         | -.3364                  | 1.2454      |
|                             |                 | Argentina       | -.8079                  | 1.3677      |
|                             |                 | Australia       | -.7855                  | 1.9446      |
|                             |                 | Brazil          | -.6987                  | 1.0831      |
|                             |                 | GB              | -.5513                  | 1.1765      |
|                             |                 | Canada          | -.9431                  | 1.3894      |
|                             |                 | China           | -1.7225                 | .9364       |
|                             |                 | Netherlands     | -.7247                  | 1.1911      |
|                             |                 | Philippines     | -.9846                  | 1.2202      |
|                             |                 | France          | -.6090                  | 1.4571      |
|                             |                 | Germany         | -.8247                  | 1.2997      |
|                             |                 | India           | -1.1903                 | .9587       |
|                             |                 | Indonesia       | -1.8951                 | .8103       |
|                             |                 | Japan           | -1.0001                 | .8392       |
|                             |                 | Malaysia        | -.8130                  | 1.4410      |
|                             |                 | Mexico          | -1.3012                 | .9900       |
|                             |                 | Poland          | -.8649                  | 1.3038      |
|                             |                 | Russia          | -.8151                  | 1.5636      |
| Singapore                   | -.7461          | 1.1824          |                         |             |
| Spain                       | -1.2855         | 1.4446          |                         |             |
| Switzerland                 | -.7337          | 1.4351          |                         |             |
| Turkey                      | -1.0446         | 1.0683          |                         |             |
| 16 Elistist/Individualistic | America         | Argentina       | -1.2865                 | .1256       |
|                             |                 | Australia       | -1.3336                 | .6941       |
|                             |                 | Brazil          | -1.2232                 | -.3397      |
|                             |                 | GB              | -.6376                  | .1580       |
|                             |                 | Canada          | -.7630                  | .8321       |
|                             |                 | China           | -2.2150                 | -.2624      |
|                             |                 | Netherlands     | -1.1871                 | -.1072      |
|                             |                 | Philippines     | -1.2154                 | .2314       |
|                             |                 | France          | -.6257                  | .6518       |
|                             |                 | Germany         | -.7067                  | .6432       |
|                             |                 | India           | -1.6193                 | -.2395      |
|                             |                 | Indonesia       | -2.0290                 | -.0273      |
|                             |                 | Japan           | -1.2526                 | -.2818      |
|                             |                 | Malaysia        | -1.7012                 | -.1965      |
|                             |                 | Mexico          | -1.4126                 | .1352       |
|                             |                 | Poland          | -.8614                  | .5424       |
|                             |                 | Russia          | -1.6238                 | .0236       |
|                             |                 | Singapore       | -1.2058                 | -.1085      |
| Spain                       | -1.4867         | .5409           |                         |             |
| Switzerland                 | -.9780          | .4257           |                         |             |
| Turkey                      | -1.0788         | .2569           |                         |             |
| Venezuela                   | -1.3850         | .0106           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Argentina       | America         | -.1256                  | 1.2865      |
|                             |                 | Australia       | -.9485                  | 1.4699      |
|                             |                 | Brazil          | -.9943                  | .5923       |
|                             |                 | GB              | -.4291                  | 1.1104      |
|                             |                 | Canada          | -.4196                  | 1.6496      |
|                             |                 | China           | -1.8361                 | .5197       |
|                             |                 | Netherlands     | -.9186                  | .7853       |
|                             |                 | Philippines     | -.8901                  | 1.0670      |
|                             |                 | France          | -.3243                  | 1.5112      |
|                             |                 | Germany         | -.3946                  | 1.4920      |
|                             |                 | India           | -1.3031                 | .6051       |
|                             |                 | Indonesia       | -1.6460                 | .7506       |
|                             |                 | Japan           | -1.0052                 | .6317       |
|                             |                 | Malaysia        | -1.3685                 | .6318       |
|                             |                 | Mexico          | -1.0747                 | .9582       |
|                             |                 | Poland          | -.5418                  | 1.3837      |
|                             |                 | Russia          | -1.2745                 | .8352       |
|                             |                 | Singapore       | -.9342                  | .7808       |
|                             |                 | Spain           | -1.1016                 | 1.3167      |
|                             |                 | Switzerland     | -.6585                  | 1.2670      |
| Turkey                      | -.7688          | 1.1077          |                         |             |
| Venezuela                   | -1.0666         | .8530           |                         |             |
|                             | Australia       | America         | -.6941                  | 1.3336      |
|                             |                 | Argentina       | -1.4699                 | .9485       |
|                             |                 | Brazil          | -1.5381                 | .6148       |
|                             |                 | GB              | -.9793                  | 1.1391      |
|                             |                 | Canada          | -.9105                  | 1.6191      |
|                             |                 | China           | -2.3034                 | .4656       |
|                             |                 | Netherlands     | -1.4477                 | .7930       |
|                             |                 | Philippines     | -1.3917                 | 1.0472      |
|                             |                 | France          | -.8384                  | 1.5040      |
|                             |                 | Germany         | -.9033                  | 1.4793      |
|                             |                 | India           | -1.8095                 | .5902       |
|                             |                 | Indonesia       | -2.1103                 | .6935       |
|                             |                 | Japan           | -1.5426                 | .6477       |
|                             |                 | Malaysia        | -1.8659                 | .6077       |
|                             |                 | Mexico          | -1.5689                 | .9311       |
|                             |                 | Poland          | -1.0465                 | 1.3670      |
|                             |                 | Russia          | -1.7618                 | .8011       |
|                             |                 | Singapore       | -1.4620                 | .7872       |
|                             |                 | Spain           | -1.5643                 | 1.2580      |
|                             |                 | Switzerland     | -1.1632                 | 1.2503      |
| Turkey                      | -1.2785         | 1.0961          |                         |             |
| Venezuela                   | -1.5719         | .8369           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Brazil          | America         | .3397                   | 1.2232      |
|                             |                 | Argentina       | -.5923                  | .9943       |
|                             |                 | Australia       | -.6148                  | 1.5381      |
|                             |                 | GB              | .0039                   | 1.0794      |
|                             |                 | Canada          | -.0598                  | 1.6918      |
|                             |                 | China           | -1.4984                 | .5840       |
|                             |                 | Netherlands     | -.5157                  | .7843       |
|                             |                 | Philippines     | -.5194                  | 1.0983      |
|                             |                 | France          | .0603                   | 1.5286      |
|                             |                 | Germany         | -.0162                  | 1.5155      |
|                             |                 | India           | -.9270                  | .6310       |
|                             |                 | Indonesia       | -1.3109                 | .8175       |
|                             |                 | Japan           | -.5912                  | .6197       |
|                             |                 | Malaysia        | -1.0022                 | .6675       |
|                             |                 | Mexico          | -.7115                  | .9971       |
|                             |                 | Poland          | -.1677                  | 1.4116      |
|                             |                 | Russia          | -.9183                  | .8810       |
|                             |                 | Singapore       | -.5329                  | .7815       |
|                             |                 | Spain           | -.7679                  | 1.3850      |
|                             |                 | Switzerland     | -.2844                  | 1.2949      |
| Turkey                      | -.3891          | 1.1301          |                         |             |
| Venezuela                   | -.6918          | .8803           |                         |             |
|                             | GB              | America         | -.1580                  | .6376       |
|                             |                 | Argentina       | -1.1104                 | .4291       |
|                             |                 | Australia       | -1.1391                 | .9793       |
|                             |                 | Brazil          | -1.0794                 | -.0039      |
|                             |                 | Canada          | -.5801                  | 1.1288      |
|                             |                 | China           | -2.0222                 | .0245       |
|                             |                 | Netherlands     | -1.0283                 | .2137       |
|                             |                 | Philippines     | -1.0379                 | .5336       |
|                             |                 | France          | -.4558                  | .9614       |
|                             |                 | Germany         | -.5333                  | .9494       |
|                             |                 | India           | -1.4446                 | .0654       |
|                             |                 | Indonesia       | -1.8351                 | .2584       |
|                             |                 | Japan           | -1.1016                 | .0468       |
|                             |                 | Malaysia        | -1.5215                 | .1035       |
|                             |                 | Mexico          | -1.2313                 | .4336       |
|                             |                 | Poland          | -.6857                  | .8463       |
|                             |                 | Russia          | -1.4392                 | .3187       |
|                             |                 | Singapore       | -1.0459                 | .2112       |
|                             |                 | Spain           | -1.2923                 | .8261       |
|                             |                 | Switzerland     | -.8023                  | .7296       |
| Turkey                      | -.9061          | .5638           |                         |             |
| Venezuela                   | -1.2097         | .3148           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Canada          | America         | -.8321                  | .7630       |
|                             |                 | Argentina       | -1.6496                 | .4196       |
|                             |                 | Australia       | -1.6191                 | .9105       |
|                             |                 | Brazil          | -1.6918                 | .0598       |
|                             |                 | GB              | -1.1288                 | .5801       |
|                             |                 | China           | -2.5081                 | -.0383      |
|                             |                 | Netherlands     | -1.6109                 | .2475       |
|                             |                 | Philippines     | -1.5731                 | .5200       |
|                             |                 | France          | -1.0114                 | .9684       |
|                             |                 | Germany         | -1.0800                 | .9473       |
|                             |                 | India           | -1.9876                 | .0597       |
|                             |                 | Indonesia       | -2.3171                 | .1917       |
|                             |                 | Japan           | -1.7004                 | .0969       |
|                             |                 | Malaysia        | -2.0501                 | .0834       |
|                             |                 | Mexico          | -1.7552                 | .4088       |
|                             |                 | Poland          | -1.2258                 | .8377       |
|                             |                 | Russia          | -1.9528                 | .2836       |
|                             |                 | Singapore       | -1.6260                 | .2426       |
|                             |                 | Spain           | -1.7723                 | .7573       |
|                             |                 | Switzerland     | -1.3425                 | .7210       |
| Turkey                      | -1.4544         | .5634           |                         |             |
| Venezuela                   | -1.7508         | .3072           |                         |             |
|                             | China           | America         | .2624                   | 2.2150      |
|                             |                 | Argentina       | -.5197                  | 1.8361      |
|                             |                 | Australia       | -.4656                  | 2.3034      |
|                             |                 | Brazil          | -.5840                  | 1.4984      |
|                             |                 | GB              | -.0245                  | 2.0222      |
|                             |                 | Canada          | .0383                   | 2.5081      |
|                             |                 | Netherlands     | -.4950                  | 1.6781      |
|                             |                 | Philippines     | -.4417                  | 1.9351      |
|                             |                 | France          | .1128                   | 2.3906      |
|                             |                 | Germany         | .0474                   | 2.3664      |
|                             |                 | India           | -.8591                  | 1.4775      |
|                             |                 | Indonesia       | -1.1645                 | 1.5855      |
|                             |                 | Japan           | -.5890                  | 1.5319      |
|                             |                 | Malaysia        | -.9164                  | 1.4961      |
|                             |                 | Mexico          | -.6198                  | 1.8198      |
|                             |                 | Poland          | -.0962                  | 2.2546      |
|                             |                 | Russia          | -.8134                  | 1.6906      |
|                             |                 | Singapore       | -.5094                  | 1.6724      |
|                             |                 | Spain           | -.6187                  | 2.1502      |
|                             |                 | Switzerland     | -.2129                  | 2.1379      |
|                             | Turkey          | -.3277          | 1.9831                  |             |
|                             | Venezuela       | -.6215          | 1.7244                  |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Netherlands     | America         | .1072                   | 1.1871      |
|                             |                 | Argentina       | -.7853                  | .9186       |
|                             |                 | Australia       | -.7930                  | 1.4477      |
|                             |                 | Brazil          | -.7843                  | .5157       |
|                             |                 | GB              | -.2137                  | 1.0283      |
|                             |                 | Canada          | -.2475                  | 1.6109      |
|                             |                 | China           | -1.6781                 | .4950       |
|                             |                 | Philippines     | -.7113                  | 1.0215      |
|                             |                 | France          | -.1370                  | 1.4573      |
|                             |                 | Germany         | -.2110                  | 1.4417      |
|                             |                 | India           | -1.1210                 | .5563       |
|                             |                 | Indonesia       | -1.4896                 | .7276       |
|                             |                 | Japan           | -.8005                  | .5603       |
|                             |                 | Malaysia        | -1.1924                 | .5890       |
|                             |                 | Mexico          | -.9005                  | .9174       |
|                             |                 | Poland          | -.3609                  | 1.3361      |
|                             |                 | Russia          | -1.1047                 | .7988       |
|                             |                 | Singapore       | -.7369                  | .7169       |
|                             |                 | Spain           | -.9461                  | 1.2946      |
|                             |                 | Switzerland     | -.4776                  | 1.2195      |
| Turkey                      | -.5844          | 1.0568          |                         |             |
| Venezuela                   | -.8853          | .8050           |                         |             |
|                             | Philippines     | America         | -.2314                  | 1.2154      |
|                             |                 | Argentina       | -1.0670                 | .8901       |
|                             |                 | Australia       | -1.0472                 | 1.3917      |
|                             |                 | Brazil          | -1.0983                 | .5194       |
|                             |                 | GB              | -.5336                  | 1.0379      |
|                             |                 | Canada          | -.5200                  | 1.5731      |
|                             |                 | China           | -1.9351                 | .4417       |
|                             |                 | Netherlands     | -1.0215                 | .7113       |
|                             |                 | France          | -.4262                  | 1.4363      |
|                             |                 | Germany         | -.4962                  | 1.4166      |
|                             |                 | India           | -1.4044                 | .5296       |
|                             |                 | Indonesia       | -1.7448                 | .6725       |
|                             |                 | Japan           | -1.1087                 | .5583       |
|                             |                 | Malaysia        | -1.4693                 | .5557       |
|                             |                 | Mexico          | -1.1753                 | .8819       |
|                             |                 | Poland          | -.6431                  | 1.3081      |
|                             |                 | Russia          | -1.3746                 | .7585       |
|                             |                 | Singapore       | -1.0370                 | .7067       |
|                             |                 | Spain           | -1.2003                 | 1.2385      |
|                             |                 | Switzerland     | -.7597                  | 1.1914      |
| Turkey                      | -.8704          | 1.0325          |                         |             |
| Venezuela                   | -1.1679         | .7774           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | France          | America         | -.6518                  | .6257       |
|                             |                 | Argentina       | -1.5112                 | .3243       |
|                             |                 | Australia       | -1.5040                 | .8384       |
|                             |                 | Brazil          | -1.5286                 | -.0603      |
|                             |                 | GB              | -.9614                  | .4558       |
|                             |                 | Canada          | -.9684                  | 1.0114      |
|                             |                 | China           | -2.3906                 | -.1128      |
|                             |                 | Netherlands     | -1.4573                 | .1370       |
|                             |                 | Philippines     | -1.4363                 | .4262       |
|                             |                 | Germany         | -.9389                  | .8493       |
|                             |                 | India           | -1.8479                 | -.0370      |
|                             |                 | Indonesia       | -2.2011                 | .1188       |
|                             |                 | Japan           | -1.5415                 | -.0190      |
|                             |                 | Malaysia        | -1.9157                 | -.0080      |
|                             |                 | Mexico          | -1.6226                 | .3192       |
|                             |                 | Poland          | -1.0871                 | .7421       |
|                             |                 | Russia          | -1.8242                 | .1980       |
|                             |                 | Singapore       | -1.4732                 | .1328       |
|                             |                 | Spain           | -1.6571                 | .6852       |
|                             |                 | Switzerland     | -1.2038                 | .6254       |
| Turkey                      | -1.3127         | .4648           |                         |             |
| Venezuela                   | -1.6117         | .2112           |                         |             |
|                             | Germany         | America         | -.6432                  | .7067       |
|                             |                 | Argentina       | -1.4920                 | .3946       |
|                             |                 | Australia       | -1.4793                 | .9033       |
|                             |                 | Brazil          | -1.5155                 | .0162       |
|                             |                 | GB              | -.9494                  | .5333       |
|                             |                 | Canada          | -.9473                  | 1.0800      |
|                             |                 | China           | -2.3664                 | -.0474      |
|                             |                 | Netherlands     | -1.4417                 | .2110       |
|                             |                 | Philippines     | -1.4166                 | .4962       |
|                             |                 | France          | -.8493                  | .9389       |
|                             |                 | India           | -1.8290                 | .0337       |
|                             |                 | Indonesia       | -2.1766                 | .1839       |
|                             |                 | Japan           | -1.5273                 | .0564       |
|                             |                 | Malaysia        | -1.8955                 | .0614       |
|                             |                 | Mexico          | -1.6020                 | .3882       |
|                             |                 | Poland          | -1.0679                 | .8125       |
|                             |                 | Russia          | -1.8026                 | .2660       |
|                             |                 | Singapore       | -1.4575                 | .2067       |
|                             |                 | Spain           | -1.6324                 | .7502       |
|                             |                 | Switzerland     | -1.1846                 | .6958       |
| Turkey                      | -1.2943         | .5359           |                         |             |
| Venezuela                   | -1.5926         | .2817           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | India           | America         | .2395                   | 1.6193      |
|                             |                 | Argentina       | -.6051                  | 1.3031      |
|                             |                 | Australia       | -.5902                  | 1.8095      |
|                             |                 | Brazil          | -.6310                  | .9270       |
|                             |                 | GB              | -.0654                  | 1.4446      |
|                             |                 | Canada          | -.0597                  | 1.9876      |
|                             |                 | China           | -1.4775                 | .8591       |
|                             |                 | Netherlands     | -.5563                  | 1.1210      |
|                             |                 | Philippines     | -.5296                  | 1.4044      |
|                             |                 | France          | .0370                   | 1.8479      |
|                             |                 | Germany         | -.0337                  | 1.8290      |
|                             |                 | Indonesia       | -1.2876                 | 1.0902      |
|                             |                 | Japan           | -.6424                  | .9668       |
|                             |                 | Malaysia        | -1.0082                 | .9695       |
|                             |                 | Mexico          | -.7146                  | 1.2961      |
|                             |                 | Poland          | -.1811                  | 1.7209      |
|                             |                 | Russia          | -.9148                  | 1.1735      |
|                             |                 | Singapore       | -.5720                  | 1.1165      |
|                             |                 | Spain           | -.7433                  | 1.6564      |
|                             |                 | Switzerland     | -.2977                  | 1.6043      |
| Turkey                      | -.4077          | 1.4447          |                         |             |
| Venezuela                   | -.7058          | 1.1902          |                         |             |
|                             | Indonesia       | America         | .0273                   | 2.0290      |
|                             |                 | Argentina       | -.7506                  | 1.6460      |
|                             |                 | Australia       | -.6935                  | 2.1103      |
|                             |                 | Brazil          | -.8175                  | 1.3109      |
|                             |                 | GB              | -.2584                  | 1.8351      |
|                             |                 | Canada          | -.1917                  | 2.3171      |
|                             |                 | China           | -1.5855                 | 1.1645      |
|                             |                 | Netherlands     | -.7276                  | 1.4896      |
|                             |                 | Philippines     | -.6725                  | 1.7448      |
|                             |                 | France          | -.1188                  | 2.2011      |
|                             |                 | Germany         | -.1839                  | 2.1766      |
|                             |                 | India           | -1.0902                 | 1.2876      |
|                             |                 | Japan           | -.8222                  | 1.3440      |
|                             |                 | Malaysia        | -1.1468                 | 1.3055      |
|                             |                 | Mexico          | -.8500                  | 1.6290      |
|                             |                 | Poland          | -.3272                  | 2.0645      |
|                             |                 | Russia          | -1.0431                 | 1.4992      |
|                             |                 | Singapore       | -.7419                  | 1.4838      |
|                             |                 | Spain           | -.8466                  | 1.9571      |
|                             |                 | Switzerland     | -.4439                  | 1.9478      |
| Turkey                      | -.5590          | 1.7934          |                         |             |
| Venezuela                   | -.8526          | 1.5344          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Japan           | America         | .2818                   | 1.2526      |
|                             |                 | Argentina       | -.6317                  | 1.0052      |
|                             |                 | Australia       | -.6477                  | 1.5426      |
|                             |                 | Brazil          | -.6197                  | .5912       |
|                             |                 | GB              | -.0468                  | 1.1016      |
|                             |                 | Canada          | -.0969                  | 1.7004      |
|                             |                 | China           | -1.5319                 | .5890       |
|                             |                 | Netherlands     | -.5603                  | .8005       |
|                             |                 | Philippines     | -.5583                  | 1.1087      |
|                             |                 | France          | .0190                   | 1.5415      |
|                             |                 | Germany         | -.0564                  | 1.5273      |
|                             |                 | India           | -.9668                  | .6424       |
|                             |                 | Indonesia       | -1.3440                 | .8222       |
|                             |                 | Malaysia        | -1.0404                 | .6772       |
|                             |                 | Mexico          | -.7492                  | 1.0062      |
|                             |                 | Poland          | -.2072                  | 1.4226      |
|                             |                 | Russia          | -.9548                  | .8890       |
|                             |                 | Singapore       | -.5773                  | .7974       |
|                             |                 | Spain           | -.8008                  | 1.3894      |
|                             |                 | Switzerland     | -.3239                  | 1.3060      |
| Turkey                      | -.4296          | 1.1421          |                         |             |
| Venezuela                   | -.7314          | .8914           |                         |             |
|                             | Malaysia        | America         | .1965                   | 1.7012      |
|                             |                 | Argentina       | -.6318                  | 1.3685      |
|                             |                 | Australia       | -.6077                  | 1.8659      |
|                             |                 | Brazil          | -.6675                  | 1.0022      |
|                             |                 | GB              | -.1035                  | 1.5215      |
|                             |                 | Canada          | -.0834                  | 2.0501      |
|                             |                 | China           | -1.4961                 | .9164       |
|                             |                 | Netherlands     | -.5890                  | 1.1924      |
|                             |                 | Philippines     | -.5557                  | 1.4693      |
|                             |                 | France          | .0080                   | 1.9157      |
|                             |                 | Germany         | -.0614                  | 1.8955      |
|                             |                 | India           | -.9695                  | 1.0082      |
|                             |                 | Indonesia       | -1.3055                 | 1.1468      |
|                             |                 | Japan           | -.6772                  | 1.0404      |
|                             |                 | Mexico          | -.7390                  | 1.3593      |
|                             |                 | Poland          | -.2079                  | 1.7865      |
|                             |                 | Russia          | -.9377                  | 1.2352      |
|                             |                 | Singapore       | -.6044                  | 1.1877      |
|                             |                 | Spain           | -.7609                  | 1.7127      |
|                             |                 | Switzerland     | -.3246                  | 1.6699      |
| Turkey                      | -.4357          | 1.5115          |                         |             |
| Venezuela                   | -.7328          | 1.2560          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Mexico          | America         | -.1352                  | 1.4126      |
|                             |                 | Argentina       | -.9582                  | 1.0747      |
|                             |                 | Australia       | -.9311                  | 1.5689      |
|                             |                 | Brazil          | -.9971                  | .7115       |
|                             |                 | GB              | -.4336                  | 1.2313      |
|                             |                 | Canada          | -.4088                  | 1.7552      |
|                             |                 | China           | -1.8198                 | .6198       |
|                             |                 | Netherlands     | -.9174                  | .9005       |
|                             |                 | Philippines     | -.8819                  | 1.1753      |
|                             |                 | France          | -.3192                  | 1.6226      |
|                             |                 | Germany         | -.3882                  | 1.6020      |
|                             |                 | India           | -1.2961                 | .7146       |
|                             |                 | Indonesia       | -1.6290                 | .8500       |
|                             |                 | Japan           | -1.0062                 | .7492       |
|                             |                 | Malaysia        | -1.3593                 | .7390       |
|                             |                 | Poland          | -.5344                  | 1.4927      |
|                             |                 | Russia          | -1.2628                 | .9400       |
|                             |                 | Singapore       | -.9327                  | .8957       |
|                             |                 | Spain           | -1.0842                 | 1.4158      |
|                             |                 | Switzerland     | -.6511                  | 1.3761      |
| Turkey                      | -.7626          | 1.2180          |                         |             |
| Venezuela                   | -1.0593         | .9622           |                         |             |
|                             | Poland          | America         | -.5424                  | .8614       |
|                             |                 | Argentina       | -1.3837                 | .5418       |
|                             |                 | Australia       | -1.3670                 | 1.0465      |
|                             |                 | Brazil          | -1.4116                 | .1677       |
|                             |                 | GB              | -.8463                  | .6857       |
|                             |                 | Canada          | -.8377                  | 1.2258      |
|                             |                 | China           | -2.2546                 | .0962       |
|                             |                 | Netherlands     | -1.3361                 | .3609       |
|                             |                 | Philippines     | -1.3081                 | .6431       |
|                             |                 | France          | -.7421                  | 1.0871      |
|                             |                 | Germany         | -.8125                  | 1.0679      |
|                             |                 | India           | -1.7209                 | .1811       |
|                             |                 | Indonesia       | -2.0645                 | .3272       |
|                             |                 | Japan           | -1.4226                 | .2072       |
|                             |                 | Malaysia        | -1.7865                 | .2079       |
|                             |                 | Mexico          | -1.4927                 | .5344       |
|                             |                 | Russia          | -1.6927                 | .4115       |
|                             |                 | Singapore       | -1.3517                 | .3564       |
|                             |                 | Spain           | -1.5202                 | .8934       |
|                             |                 | Switzerland     | -1.0764                 | .8430       |
| Turkey                      | -1.1866         | .6837           |                         |             |
| Venezuela                   | -1.4845         | .4290           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Russia          | America         | -.0236                  | 1.6238      |
|                             |                 | Argentina       | -.8352                  | 1.2745      |
|                             |                 | Australia       | -.8011                  | 1.7618      |
|                             |                 | Brazil          | -.8810                  | .9183       |
|                             |                 | GB              | -.3187                  | 1.4392      |
|                             |                 | Canada          | -.2836                  | 1.9528      |
|                             |                 | China           | -1.6906                 | .8134       |
|                             |                 | Netherlands     | -.7988                  | 1.1047      |
|                             |                 | Philippines     | -.7585                  | 1.3746      |
|                             |                 | France          | -.1980                  | 1.8242      |
|                             |                 | Germany         | -.2660                  | 1.8026      |
|                             |                 | India           | -1.1735                 | .9148       |
|                             |                 | Indonesia       | -1.4992                 | 1.0431      |
|                             |                 | Japan           | -.8890                  | .9548       |
|                             |                 | Malaysia        | -1.2352                 | .9377       |
|                             |                 | Mexico          | -.9400                  | 1.2628      |
|                             |                 | Poland          | -.4115                  | 1.6927      |
|                             |                 | Singapore       | -.8138                  | 1.0996      |
|                             |                 | Spain           | -.9543                  | 1.6086      |
|                             |                 | Switzerland     | -.5282                  | 1.5760      |
| Turkey                      | -.6406          | 1.4188          |                         |             |
| Venezuela                   | -.9365          | 1.1622          |                         |             |
|                             | Singapore       | America         | .1085                   | 1.2058      |
|                             |                 | Argentina       | -.7808                  | .9342       |
|                             |                 | Australia       | -.7872                  | 1.4620      |
|                             |                 | Brazil          | -.7815                  | .5329       |
|                             |                 | GB              | -.2112                  | 1.0459      |
|                             |                 | Canada          | -.2426                  | 1.6260      |
|                             |                 | China           | -1.6724                 | .5094       |
|                             |                 | Netherlands     | -.7169                  | .7369       |
|                             |                 | Philippines     | -.7067                  | 1.0370      |
|                             |                 | France          | -.1328                  | 1.4732      |
|                             |                 | Germany         | -.2067                  | 1.4575      |
|                             |                 | India           | -1.1165                 | .5720       |
|                             |                 | Indonesia       | -1.4838                 | .7419       |
|                             |                 | Japan           | -.7974                  | .5773       |
|                             |                 | Malaysia        | -1.1877                 | .6044       |
|                             |                 | Mexico          | -.8957                  | .9327       |
|                             |                 | Poland          | -.3564                  | 1.3517      |
|                             |                 | Russia          | -1.0996                 | .8138       |
|                             |                 | Spain           | -.9403                  | 1.3088      |
|                             |                 | Switzerland     | -.4731                  | 1.2351      |
| Turkey                      | -.5802          | 1.0726          |                         |             |
| Venezuela                   | -.8808          | .8207           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Spain           | America         | -.5409                  | 1.4867      |
|                             |                 | Argentina       | -1.3167                 | 1.1016      |
|                             |                 | Australia       | -1.2580                 | 1.5643      |
|                             |                 | Brazil          | -1.3850                 | .7679       |
|                             |                 | GB              | -.8261                  | 1.2923      |
|                             |                 | Canada          | -.7573                  | 1.7723      |
|                             |                 | China           | -2.1502                 | .6187       |
|                             |                 | Netherlands     | -1.2946                 | .9461       |
|                             |                 | Philippines     | -1.2385                 | 1.2003      |
|                             |                 | France          | -.6852                  | 1.6571      |
|                             |                 | Germany         | -.7502                  | 1.6324      |
|                             |                 | India           | -1.6564                 | .7433       |
|                             |                 | Indonesia       | -1.9571                 | .8466       |
|                             |                 | Japan           | -1.3894                 | .8008       |
|                             |                 | Malaysia        | -1.7127                 | .7609       |
|                             |                 | Mexico          | -1.4158                 | 1.0842      |
|                             |                 | Poland          | -.8934                  | 1.5202      |
|                             |                 | Russia          | -1.6086                 | .9543       |
|                             |                 | Singapore       | -1.3088                 | .9403       |
|                             |                 | Switzerland     | -1.0100                 | 1.4035      |
| Turkey                      | -1.1254         | 1.2493          |                         |             |
| Venezuela                   | -1.4187         | .9901           |                         |             |
|                             | Switzerland     | America         | -.4257                  | .9780       |
|                             |                 | Argentina       | -1.2670                 | .6585       |
|                             |                 | Australia       | -1.2503                 | 1.1632      |
|                             |                 | Brazil          | -1.2949                 | .2844       |
|                             |                 | GB              | -.7296                  | .8023       |
|                             |                 | Canada          | -.7210                  | 1.3425      |
|                             |                 | China           | -2.1379                 | .2129       |
|                             |                 | Netherlands     | -1.2195                 | .4776       |
|                             |                 | Philippines     | -1.1914                 | .7597       |
|                             |                 | France          | -.6254                  | 1.2038      |
|                             |                 | Germany         | -.6958                  | 1.1846      |
|                             |                 | India           | -1.6043                 | .2977       |
|                             |                 | Indonesia       | -1.9478                 | .4439       |
|                             |                 | Japan           | -1.3060                 | .3239       |
|                             |                 | Malaysia        | -1.6699                 | .3246       |
|                             |                 | Mexico          | -1.3761                 | .6511       |
|                             |                 | Poland          | -.8430                  | 1.0764      |
|                             |                 | Russia          | -1.5760                 | .5282       |
|                             |                 | Singapore       | -1.2351                 | .4731       |
|                             |                 | Spain           | -1.4035                 | 1.0100      |
| Turkey                      | -1.0699         | .8004           |                         |             |
| Venezuela                   | -1.3678         | .5457           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable          | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|-----------------------------|-----------------|-----------------|-------------------------|-------------|
|                             |                 |                 | Lower Bound             | Upper Bound |
| 16 Elistist/Individualistic | Turkey          | America         | -.2569                  | 1.0788      |
|                             |                 | Argentina       | -1.1077                 | .7688       |
|                             |                 | Australia       | -1.0961                 | 1.2785      |
|                             |                 | Brazil          | -1.1301                 | .3891       |
|                             |                 | GB              | -.5638                  | .9061       |
|                             |                 | Canada          | -.5634                  | 1.4544      |
|                             |                 | China           | -1.9831                 | .3277       |
|                             |                 | Netherlands     | -1.0568                 | .5844       |
|                             |                 | Philippines     | -1.0325                 | .8704       |
|                             |                 | France          | -.4648                  | 1.3127      |
|                             |                 | Germany         | -.5359                  | 1.2943      |
|                             |                 | India           | -1.4447                 | .4077       |
|                             |                 | Indonesia       | -1.7934                 | .5590       |
|                             |                 | Japan           | -1.1421                 | .4296       |
|                             |                 | Malaysia        | -1.5115                 | .4357       |
|                             |                 | Mexico          | -1.2180                 | .7626       |
|                             |                 | Poland          | -.6837                  | 1.1866      |
|                             |                 | Russia          | -1.4188                 | .6406       |
|                             |                 | Singapore       | -1.0726                 | .5802       |
|                             |                 | Spain           | -1.2493                 | 1.1254      |
| Switzerland                 | -.8004          | 1.0699          |                         |             |
| Venezuela                   | -1.2084         | .6558           |                         |             |
|                             | Venezuela       | America         | -.0106                  | 1.3850      |
|                             |                 | Argentina       | -.8530                  | 1.0666      |
|                             |                 | Australia       | -.8369                  | 1.5719      |
|                             |                 | Brazil          | -.8803                  | .6918       |
|                             |                 | GB              | -.3148                  | 1.2097      |
|                             |                 | Canada          | -.3072                  | 1.7508      |
|                             |                 | China           | -1.7244                 | .6215       |
|                             |                 | Netherlands     | -.8050                  | .8853       |
|                             |                 | Philippines     | -.7774                  | 1.1679      |
|                             |                 | France          | -.2112                  | 1.6117      |
|                             |                 | Germany         | -.2817                  | 1.5926      |
|                             |                 | India           | -1.1902                 | .7058       |
|                             |                 | Indonesia       | -1.5344                 | .8526       |
|                             |                 | Japan           | -.8914                  | .7314       |
|                             |                 | Malaysia        | -1.2560                 | .7328       |
|                             |                 | Mexico          | -.9622                  | 1.0593      |
|                             |                 | Poland          | -.4290                  | 1.4845      |
|                             |                 | Russia          | -1.1622                 | .9365       |
|                             |                 | Singapore       | -.8207                  | .8808       |
|                             |                 | Spain           | -.9901                  | 1.4187      |
| Switzerland                 | -.5457          | 1.3678          |                         |             |
| Turkey                      | -.6558          | 1.2084          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | America         | Argentina       | -1.6609                 | .1601       |
|                    |                 | Australia       | -1.4489                 | 1.1660      |
|                    |                 | Brazil          | -1.8327                 | -.6934      |
|                    |                 | GB              | -.2624                  | .7637       |
|                    |                 | Canada          | -.5621                  | 1.4950      |
|                    |                 | China           | -2.4096                 | .1085       |
|                    |                 | Netherlands     | -1.1672                 | .2255       |
|                    |                 | Philippines     | -.9493                  | .9165       |
|                    |                 | France          | -1.2603                 | .3873       |
|                    |                 | Germany         | -1.2772                 | .4637       |
|                    |                 | India           | -1.0685                 | .7110       |
|                    |                 | Indonesia       | -2.1196                 | .4618       |
|                    |                 | Japan           | -.1598                  | 1.0922      |
|                    |                 | Malaysia        | -1.1174                 | .8231       |
|                    |                 | Mexico          | -1.7457                 | .2504       |
|                    |                 | Poland          | -1.1120                 | .6983       |
|                    |                 | Russia          | -2.0358                 | .0887       |
|                    |                 | Singapore       | -.5582                  | .8569       |
|                    |                 | Spain           | -2.2192                 | .3958       |
|                    |                 | Switzerland     | -1.0620                 | .7483       |
| Turkey             | -1.9502         | -.2276          |                         |             |
| Venezuela          | -1.8235         | -.0236          |                         |             |
|                    | Argentina       | America         | -.1601                  | 1.6609      |
|                    |                 | Australia       | -.9504                  | 2.1684      |
|                    |                 | Brazil          | -1.5358                 | .5105       |
|                    |                 | GB              | .0083                   | 1.9938      |
|                    |                 | Canada          | -.1174                  | 2.5511      |
|                    |                 | China           | -1.9192                 | 1.1189      |
|                    |                 | Netherlands     | -.8191                  | 1.3783      |
|                    |                 | Philippines     | -.5280                  | 1.9960      |
|                    |                 | France          | -.8697                  | 1.4975      |
|                    |                 | Germany         | -.8729                  | 1.5602      |
|                    |                 | India           | -.6587                  | 1.8021      |
|                    |                 | Indonesia       | -1.6238                 | 1.4669      |
|                    |                 | Japan           | .1611                   | 2.2722      |
|                    |                 | Malaysia        | -.6866                  | 1.8931      |
|                    |                 | Mexico          | -1.3081                 | 1.3136      |
|                    |                 | Poland          | -.6980                  | 1.7852      |
|                    |                 | Russia          | -1.5836                 | 1.1372      |
|                    |                 | Singapore       | -.2061                  | 2.0056      |
|                    |                 | Spain           | -1.7207                 | 1.3981      |
|                    |                 | Switzerland     | -.6480                  | 1.8352      |
| Turkey             | -1.5485         | .8715           |                         |             |
| Venezuela          | -1.4109         | 1.0646          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Australia       | America         | -1.1660                 | 1.4489      |
|                    |                 | Argentina       | -2.1684                 | .9504       |
|                    |                 | Brazil          | -2.5099                 | .2666       |
|                    |                 | GB              | -.9739                  | 1.7581      |
|                    |                 | Canada          | -1.0233                 | 2.2390      |
|                    |                 | China           | -2.7946                 | .7764       |
|                    |                 | Netherlands     | -1.7742                 | 1.1155      |
|                    |                 | Philippines     | -1.4476                 | 1.6977      |
|                    |                 | France          | -1.8055                 | 1.2153      |
|                    |                 | Germany         | -1.8017                 | 1.2711      |
|                    |                 | India           | -1.5847                 | 1.5101      |
|                    |                 | Indonesia       | -2.4953                 | 1.1205      |
|                    |                 | Japan           | -.8047                  | 2.0200      |
|                    |                 | Malaysia        | -1.6007                 | 1.5894      |
|                    |                 | Mexico          | -2.2183                 | 1.0058      |
|                    |                 | Poland          | -1.6217                 | 1.4909      |
|                    |                 | Russia          | -2.4848                 | .8205       |
|                    |                 | Singapore       | -1.1595                 | 1.7411      |
|                    |                 | Spain           | -2.5902                 | 1.0497      |
|                    |                 | Switzerland     | -1.5717                 | 1.5409      |
| Turkey             | -2.4787         | .5837           |                         |             |
| Venezuela          | -2.3354         | .7711           |                         |             |
|                    | Brazil          | America         | .6934                   | 1.8327      |
|                    |                 | Argentina       | -.5105                  | 1.5358      |
|                    |                 | Australia       | -.2666                  | 2.5099      |
|                    |                 | GB              | .8202                   | 2.2072      |
|                    |                 | Canada          | .6001                   | 2.8590      |
|                    |                 | China           | -1.2303                 | 1.4553      |
|                    |                 | Netherlands     | -.0460                  | 1.6305      |
|                    |                 | Philippines     | .2035                   | 2.2898      |
|                    |                 | France          | -.1202                  | 1.7733      |
|                    |                 | Germany         | -.1313                  | 1.8440      |
|                    |                 | India           | .0797                   | 2.0890      |
|                    |                 | Indonesia       | -.9382                  | 1.8067      |
|                    |                 | Japan           | .9485                   | 2.5101      |
|                    |                 | Malaysia        | .0393                   | 2.1926      |
|                    |                 | Mexico          | -.5864                  | 1.6171      |
|                    |                 | Poland          | .0379                   | 2.0746      |
|                    |                 | Russia          | -.8708                  | 1.4497      |
|                    |                 | Singapore       | .5648                   | 2.2600      |
|                    |                 | Spain           | -1.0369                 | 1.7396      |
|                    |                 | Switzerland     | .0879                   | 2.1246      |
| Turkey             | -.8054          | 1.1538          |                         |             |
| Venezuela          | -.6742          | 1.3532          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | GB              | America         | -.7637                  | .2624       |
|                    |                 | Argentina       | -1.9938                 | -.0083      |
|                    |                 | Australia       | -1.7581                 | .9739       |
|                    |                 | Brazil          | -2.2072                 | -.8202      |
|                    |                 | Canada          | -.8862                  | 1.3178      |
|                    |                 | China           | -2.7209                 | -.0814      |
|                    |                 | Netherlands     | -1.5223                 | .0794       |
|                    |                 | Philippines     | -1.2804                 | .7463       |
|                    |                 | France          | -1.6010                 | .2267       |
|                    |                 | Germany         | -1.6135                 | .2987       |
|                    |                 | India           | -1.4031                 | .5443       |
|                    |                 | Indonesia       | -2.4294                 | .2705       |
|                    |                 | Japan           | -.5249                  | .9561       |
|                    |                 | Malaysia        | -1.4456                 | .6501       |
|                    |                 | Mexico          | -2.0719                 | .0753       |
|                    |                 | Poland          | -1.4453                 | .5304       |
|                    |                 | Russia          | -2.3577                 | -.0907      |
|                    |                 | Singapore       | -.9119                  | .7093       |
|                    |                 | Spain           | -2.5283                 | .2036       |
|                    |                 | Switzerland     | -1.3953                 | .5804       |
| Turkey             | -2.2873         | -.3917          |                         |             |
| Venezuela          | -2.1572         | -.1912          |                         |             |
|                    | Canada          | America         | -1.4950                 | .5621       |
|                    |                 | Argentina       | -2.5511                 | .1174       |
|                    |                 | Australia       | -2.2390                 | 1.0233      |
|                    |                 | Brazil          | -2.8590                 | -.6001      |
|                    |                 | GB              | -1.3178                 | .8862       |
|                    |                 | China           | -3.2096                 | -.0244      |
|                    |                 | Netherlands     | -2.1356                 | .2611       |
|                    |                 | Philippines     | -1.8325                 | .8668       |
|                    |                 | France          | -2.1796                 | .3737       |
|                    |                 | Germany         | -2.1804                 | .4340       |
|                    |                 | India           | -1.9653                 | .6750       |
|                    |                 | Indonesia       | -2.9130                 | .3224       |
|                    |                 | Japan           | -1.1591                 | 1.1587      |
|                    |                 | Malaysia        | -1.9893                 | .7621       |
|                    |                 | Mexico          | -2.6096                 | .1813       |
|                    |                 | Poland          | -2.0038                 | .6573       |
|                    |                 | Russia          | -2.8821                 | .0020       |
|                    |                 | Singapore       | -1.5220                 | .8878       |
|                    |                 | Spain           | -3.0093                 | .2530       |
|                    |                 | Switzerland     | -1.9538                 | .7073       |
| Turkey             | -2.8565         | -.2542          |                         |             |
| Venezuela          | -2.7170         | -.0630          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 17 Socially aware  | China           | America         | -1.1085                 | 2.4096      |        |
|                    |                 | Argentina       | -1.1189                 | 1.9192      |        |
|                    |                 | Australia       | -.7764                  | 2.7946      |        |
|                    |                 | Brazil          | -1.4553                 | 1.2303      |        |
|                    |                 | GB              | .0814                   | 2.7209      |        |
|                    |                 | Canada          | .0244                   | 3.2096      |        |
|                    |                 | Netherlands     | -.7215                  | 2.0810      |        |
|                    |                 | Philippines     | -.3984                  | 2.6668      |        |
|                    |                 | France          | -.7547                  | 2.1828      |        |
|                    |                 | Germany         | -.7516                  | 2.2392      |        |
|                    |                 | India           | -.5349                  | 2.4785      |        |
|                    |                 | Indonesia       | -1.4515                 | 2.0950      |        |
|                    |                 | Japan           | .2491                   | 2.9844      |        |
|                    |                 | Malaysia        | -.5522                  | 2.5591      |        |
|                    |                 | Mexico          | -1.1702                 | 1.9760      |        |
|                    |                 | Poland          | -.5721                  | 2.4596      |        |
|                    |                 | Russia          | -1.4376                 | 1.7916      |        |
|                    |                 | Singapore       | -.1069                  | 2.7067      |        |
|                    |                 | Spain           | -1.5466                 | 2.0243      |        |
|                    |                 | Switzerland     | -.5221                  | 2.5096      |        |
|                    | Turkey          | -1.4284         | 1.5518                  |             |        |
|                    | Venezuela       | -1.2857         | 1.7397                  |             |        |
|                    |                 | Netherlands     | America                 | -.2255      | 1.1672 |
|                    |                 |                 | Argentina               | -1.3783     | .8191  |
|                    |                 |                 | Australia               | -1.1155     | 1.7742 |
|                    |                 |                 | Brazil                  | -1.6305     | .0460  |
|                    |                 |                 | GB                      | -.0794      | 1.5223 |
|                    |                 |                 | Canada                  | -.2611      | 2.1356 |
|                    |                 |                 | China                   | -2.0810     | .7215  |
|                    |                 |                 | Philippines             | -.6630      | 1.5718 |
|                    |                 |                 | France                  | -.9937      | 1.0623 |
|                    |                 |                 | Germany                 | -1.0017     | 1.1298 |
|                    |                 |                 | India                   | -.7895      | 1.3736 |
|                    | Indonesia       |                 | -1.7877                 | 1.0717      |        |
|                    | Japan           |                 | .0595                   | 1.8146      |        |
|                    | Malaysia        | -.8250          | 1.4724                  |             |        |
|                    | Mexico          | -1.4491         | .8954                   |             |        |
|                    | Poland          | -.8303          | 1.3583                  |             |        |
|                    | Russia          | -1.7302         | .7246                   |             |        |
|                    | Singapore       | -.3173          | 1.5576                  |             |        |
|                    | Spain           | -1.8858         | 1.0040                  |             |        |
|                    | Switzerland     | -.7803          | 1.4083                  |             |        |
|                    | Turkey          | -1.6764         | .4402                   |             |        |
|                    | Venezuela       | -1.5427         | .6372                   |             |        |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Philippines     | America         | -.9165                  | .9493       |
|                    |                 | Argentina       | -1.9960                 | .5280       |
|                    |                 | Australia       | -1.6977                 | 1.4476      |
|                    |                 | Brazil          | -2.2898                 | -.2035      |
|                    |                 | GB              | -.7463                  | 1.2804      |
|                    |                 | Canada          | -.8668                  | 1.8325      |
|                    |                 | China           | -2.6668                 | .3984       |
|                    |                 | Netherlands     | -1.5718                 | .6630       |
|                    |                 | France          | -1.6211                 | .7808       |
|                    |                 | Germany         | -1.6238                 | .8431       |
|                    |                 | India           | -1.4094                 | 1.0848      |
|                    |                 | Indonesia       | -2.3711                 | .7462       |
|                    |                 | Japan           | -.5923                  | 1.5576      |
|                    |                 | Malaysia        | -1.4365                 | 1.1751      |
|                    |                 | Mexico          | -2.0578                 | .5953       |
|                    |                 | Poland          | -1.4486                 | 1.0677      |
|                    |                 | Russia          | -2.3327                 | .4183       |
|                    |                 | Singapore       | -.9587                  | 1.2901      |
|                    |                 | Spain           | -2.4679                 | .6773       |
|                    |                 | Switzerland     | -1.3986                 | 1.1177      |
| Turkey             | -2.2995         | .1545           |                         |             |
| Venezuela          | -2.1616         | .3472           |                         |             |
|                    | France          | America         | -.3873                  | 1.2603      |
|                    |                 | Argentina       | -1.4975                 | .8697       |
|                    |                 | Australia       | -1.2153                 | 1.8055      |
|                    |                 | Brazil          | -1.7733                 | .1202       |
|                    |                 | GB              | -.2267                  | 1.6010      |
|                    |                 | Canada          | -.3737                  | 2.1796      |
|                    |                 | China           | -2.1828                 | .7547       |
|                    |                 | Netherlands     | -1.0623                 | .9937       |
|                    |                 | Philippines     | -.7808                  | 1.6211      |
|                    |                 | Germany         | -1.1233                 | 1.1829      |
|                    |                 | India           | -.9099                  | 1.4255      |
|                    |                 | Indonesia       | -1.8882                 | 1.1036      |
|                    |                 | Japan           | -.0790                  | 1.8845      |
|                    |                 | Malaysia        | -.9408                  | 1.5196      |
|                    |                 | Mexico          | -1.5633                 | .9410       |
|                    |                 | Poland          | -.9498                  | 1.4092      |
|                    |                 | Russia          | -1.8410                 | .7669       |
|                    |                 | Singapore       | -.4498                  | 1.6215      |
|                    |                 | Spain           | -1.9856                 | 1.0352      |
|                    |                 | Switzerland     | -.8998                  | 1.4592      |
| Turkey             | -1.7986         | .4938           |                         |             |
| Venezuela          | -1.6625         | .6885           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Germany         | America         | -.4637                  | 1.2772      |
|                    |                 | Argentina       | -1.5602                 | .8729       |
|                    |                 | Australia       | -1.2711                 | 1.8017      |
|                    |                 | Brazil          | -1.8440                 | .1313       |
|                    |                 | GB              | -.2987                  | 1.6135      |
|                    |                 | Canada          | -.4340                  | 2.1804      |
|                    |                 | China           | -2.2392                 | .7516       |
|                    |                 | Netherlands     | -1.1298                 | 1.0017      |
|                    |                 | Philippines     | -.8431                  | 1.6238      |
|                    |                 | France          | -1.1829                 | 1.1233      |
|                    |                 | India           | -.9731                  | 1.4291      |
|                    |                 | Indonesia       | -1.9442                 | 1.1000      |
|                    |                 | Japan           | -.1482                  | 1.8942      |
|                    |                 | Malaysia        | -1.0023                 | 1.5215      |
|                    |                 | Mexico          | -1.6243                 | .9424       |
|                    |                 | Poland          | -1.0126                 | 1.4125      |
|                    |                 | Russia          | -1.9008                 | .7671       |
|                    |                 | Singapore       | -.5170                  | 1.6292      |
|                    |                 | Spain           | -2.0413                 | 1.0314      |
|                    |                 | Switzerland     | -.9626                  | 1.4625      |
| Turkey             | -1.8623         | .4980           |                         |             |
| Venezuela          | -1.7255         | .6918           |                         |             |
|                    | India           | America         | -.7110                  | 1.0685      |
|                    |                 | Argentina       | -1.8021                 | .6587       |
|                    |                 | Australia       | -1.5101                 | 1.5847      |
|                    |                 | Brazil          | -2.0890                 | -.0797      |
|                    |                 | GB              | -.5443                  | 1.4031      |
|                    |                 | Canada          | -.6750                  | 1.9653      |
|                    |                 | China           | -2.4785                 | .5349       |
|                    |                 | Netherlands     | -1.3736                 | .7895       |
|                    |                 | Philippines     | -1.0848                 | 1.4094      |
|                    |                 | France          | -1.4255                 | .9099       |
|                    |                 | Germany         | -1.4291                 | .9731       |
|                    |                 | Indonesia       | -2.1834                 | .8831       |
|                    |                 | Japan           | -.3927                  | 1.6826      |
|                    |                 | Malaysia        | -1.2437                 | 1.3069      |
|                    |                 | Mexico          | -1.8655                 | .7276       |
|                    |                 | Poland          | -1.2545                 | 1.1984      |
|                    |                 | Russia          | -2.1414                 | .5517       |
|                    |                 | Singapore       | -.7607                  | 1.4169      |
|                    |                 | Spain           | -2.2804                 | .8144       |
|                    |                 | Switzerland     | -1.2045                 | 1.2484      |
| Turkey             | -2.1046         | .2843           |                         |             |
| Venezuela          | -1.9674         | .4778           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Indonesia       | America         | -.4618                  | 2.1196      |
|                    |                 | Argentina       | -1.4669                 | 1.6238      |
|                    |                 | Australia       | -1.1205                 | 2.4953      |
|                    |                 | Brazil          | -1.8067                 | .9382       |
|                    |                 | GB              | -.2705                  | 2.4294      |
|                    |                 | Canada          | -.3224                  | 2.9130      |
|                    |                 | China           | -2.0950                 | 1.4515      |
|                    |                 | Netherlands     | -1.0717                 | 1.7877      |
|                    |                 | Philippines     | -.7462                  | 2.3711      |
|                    |                 | France          | -1.1036                 | 1.8882      |
|                    |                 | Germany         | -1.1000                 | 1.9442      |
|                    |                 | India           | -.8831                  | 2.1834      |
|                    |                 | Japan           | -.1017                  | 2.6919      |
|                    |                 | Malaysia        | -.8996                  | 2.2631      |
|                    |                 | Mexico          | -1.5173                 | 1.6797      |
|                    |                 | Poland          | -.9202                  | 2.1643      |
|                    |                 | Russia          | -1.7841                 | 1.4946      |
|                    |                 | Singapore       | -.4570                  | 2.4134      |
|                    |                 | Spain           | -1.8908                 | 1.7251      |
|                    |                 | Switzerland     | -.8702                  | 2.2143      |
| Turkey             | -1.7770         | 1.2569          |                         |             |
| Venezuela          | -1.6339         | 1.4445          |                         |             |
|                    | Japan           | America         | -1.0922                 | .1598       |
|                    |                 | Argentina       | -2.2722                 | -.1611      |
|                    |                 | Australia       | -2.0200                 | .8047       |
|                    |                 | Brazil          | -2.5101                 | -.9485      |
|                    |                 | GB              | -.9561                  | .5249       |
|                    |                 | Canada          | -1.1587                 | 1.1591      |
|                    |                 | China           | -2.9844                 | -.2491      |
|                    |                 | Netherlands     | -1.8146                 | -.0595      |
|                    |                 | Philippines     | -1.5576                 | .5923       |
|                    |                 | France          | -1.8845                 | .0790       |
|                    |                 | Germany         | -1.8942                 | .1482       |
|                    |                 | India           | -1.6826                 | .3927       |
|                    |                 | Indonesia       | -2.6919                 | .1017       |
|                    |                 | Malaysia        | -1.7209                 | .4942       |
|                    |                 | Mexico          | -2.3458                 | -.0820      |
|                    |                 | Poland          | -1.7240                 | .3779       |
|                    |                 | Russia          | -2.6287                 | -.2509      |
|                    |                 | Singapore       | -1.2033                 | .5696       |
|                    |                 | Spain           | -2.7902                 | .0344       |
|                    |                 | Switzerland     | -1.6740                 | .4279       |
| Turkey             | -2.5685         | -.5417          |                         |             |
| Venezuela          | -2.4362         | -.3433          |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 17 Socially aware  | Malaysia        | America         | -.8231                  | 1.1174      |        |
|                    |                 | Argentina       | -1.8931                 | .6866       |        |
|                    |                 | Australia       | -1.5894                 | 1.6007      |        |
|                    |                 | Brazil          | -2.1926                 | -.0393      |        |
|                    |                 | GB              | -.6501                  | 1.4456      |        |
|                    |                 | Canada          | -.7621                  | 1.9893      |        |
|                    |                 | China           | -2.5591                 | .5522       |        |
|                    |                 | Netherlands     | -1.4724                 | .8250       |        |
|                    |                 | Philippines     | -1.1751                 | 1.4365      |        |
|                    |                 | France          | -1.5196                 | .9408       |        |
|                    |                 | Germany         | -1.5215                 | 1.0023      |        |
|                    |                 | India           | -1.3069                 | 1.2437      |        |
|                    |                 | Indonesia       | -2.2631                 | .8996       |        |
|                    |                 | Japan           | -.4942                  | 1.7209      |        |
|                    |                 | Mexico          | -1.9536                 | .7525       |        |
|                    |                 | Poland          | -1.3458                 | 1.2264      |        |
|                    |                 | Russia          | -2.2276                 | .5746       |        |
|                    |                 | Singapore       | -.8591                  | 1.4520      |        |
|                    |                 | Spain           | -2.3596                 | .8304       |        |
|                    |                 | Switzerland     | -1.2958                 | 1.2764      |        |
|                    | Turkey          | -2.1974         | .3138                   |             |        |
|                    | Venezuela       | -2.0588         | .5060                   |             |        |
|                    |                 | Mexico          | America                 | -.2504      | 1.7457 |
|                    |                 |                 | Argentina               | -1.3136     | 1.3081 |
|                    |                 |                 | Australia               | -1.0058     | 2.2183 |
|                    |                 |                 | Brazil                  | -1.6171     | .5864  |
|                    |                 |                 | GB                      | -.0753      | 2.0719 |
|                    |                 |                 | Canada                  | -.1813      | 2.6096 |
|                    |                 |                 | China                   | -1.9760     | 1.1702 |
|                    |                 |                 | Netherlands             | -.8954      | 1.4491 |
|                    |                 |                 | Philippines             | -.5953      | 2.0578 |
|                    |                 |                 | France                  | -.9410      | 1.5633 |
|                    |                 |                 | Germany                 | -.9424      | 1.6243 |
|                    | India           |                 | -.7276                  | 1.8655      |        |
|                    | Indonesia       |                 | -1.6797                 | 1.5173      |        |
|                    | Japan           | .0820           | 2.3458                  |             |        |
|                    | Malaysia        | -.7525          | 1.9536                  |             |        |
|                    | Poland          | -.7663          | 1.8480                  |             |        |
|                    | Russia          | -1.6464         | 1.1946                  |             |        |
|                    | Singapore       | -.2819          | 2.0760                  |             |        |
|                    | Spain           | -1.7761         | 1.4480                  |             |        |
|                    | Switzerland     | -.7163          | 1.8980                  |             |        |
|                    | Turkey          | -1.6184         | .9360                   |             |        |
|                    | Venezuela       | -1.4794         | 1.1277                  |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Poland          | America         | -.6983                  | 1.1120      |
|                    |                 | Argentina       | -1.7852                 | .6980       |
|                    |                 | Australia       | -1.4909                 | 1.6217      |
|                    |                 | Brazil          | -2.0746                 | -.0379      |
|                    |                 | GB              | -.5304                  | 1.4453      |
|                    |                 | Canada          | -.6573                  | 2.0038      |
|                    |                 | China           | -2.4596                 | .5721       |
|                    |                 | Netherlands     | -1.3583                 | .8303       |
|                    |                 | Philippines     | -1.0677                 | 1.4486      |
|                    |                 | France          | -1.4092                 | .9498       |
|                    |                 | Germany         | -1.4125                 | 1.0126      |
|                    |                 | India           | -1.1984                 | 1.2545      |
|                    |                 | Indonesia       | -2.1643                 | .9202       |
|                    |                 | Japan           | -.3779                  | 1.7240      |
|                    |                 | Malaysia        | -1.2264                 | 1.3458      |
|                    |                 | Mexico          | -1.8480                 | .7663       |
|                    |                 | Russia          | -2.1236                 | .5900       |
|                    |                 | Singapore       | -.7453                  | 1.4576      |
|                    |                 | Spain           | -2.2612                 | .8514       |
|                    |                 | Switzerland     | -1.1877                 | 1.2877      |
| Turkey             | -2.0881         | .3239           |                         |             |
| Venezuela          | -1.9506         | .5171           |                         |             |
|                    | Russia          | America         | -.0887                  | 2.0358      |
|                    |                 | Argentina       | -1.1372                 | 1.5836      |
|                    |                 | Australia       | -.8205                  | 2.4848      |
|                    |                 | Brazil          | -1.4497                 | .8708       |
|                    |                 | GB              | .0907                   | 2.3577      |
|                    |                 | Canada          | -.0020                  | 2.8821      |
|                    |                 | China           | -1.7916                 | 1.4376      |
|                    |                 | Netherlands     | -.7246                  | 1.7302      |
|                    |                 | Philippines     | -.4183                  | 2.3327      |
|                    |                 | France          | -.7669                  | 1.8410      |
|                    |                 | Germany         | -.7671                  | 1.9008      |
|                    |                 | India           | -.5517                  | 2.1414      |
|                    |                 | Indonesia       | -1.4946                 | 1.7841      |
|                    |                 | Japan           | .2509                   | 2.6287      |
|                    |                 | Malaysia        | -.5746                  | 2.2276      |
|                    |                 | Mexico          | -1.1946                 | 1.6464      |
|                    |                 | Poland          | -.5900                  | 2.1236      |
|                    |                 | Singapore       | -.1109                  | 2.3567      |
|                    |                 | Spain           | -1.5907                 | 1.7145      |
|                    |                 | Switzerland     | -.5400                  | 2.1736      |
| Turkey             | -1.4433         | 1.2127          |                         |             |
| Venezuela          | -1.3033         | 1.4034          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Singapore       | America         | -.8569                  | .5582       |
|                    |                 | Argentina       | -2.0056                 | .2061       |
|                    |                 | Australia       | -1.7411                 | 1.1595      |
|                    |                 | Brazil          | -2.2600                 | -.5648      |
|                    |                 | GB              | -.7093                  | .9119       |
|                    |                 | Canada          | -.8878                  | 1.5220      |
|                    |                 | China           | -2.7067                 | .1069       |
|                    |                 | Netherlands     | -1.5576                 | .3173       |
|                    |                 | Philippines     | -1.2901                 | .9587       |
|                    |                 | France          | -1.6215                 | .4498       |
|                    |                 | Germany         | -1.6292                 | .5170       |
|                    |                 | India           | -1.4169                 | .7607       |
|                    |                 | Indonesia       | -2.4134                 | .4570       |
|                    |                 | Japan           | -.5696                  | 1.2033      |
|                    |                 | Malaysia        | -1.4520                 | .8591       |
|                    |                 | Mexico          | -2.0760                 | .2819       |
|                    |                 | Poland          | -1.4576                 | .7453       |
|                    |                 | Russia          | -2.3567                 | .1109       |
|                    |                 | Spain           | -2.5114                 | .3892       |
|                    |                 | Switzerland     | -1.4076                 | .7953       |
| Turkey             | -2.3040         | -.1725          |                         |             |
| Venezuela          | -2.1701         | .0243           |                         |             |
|                    | Spain           | America         | -.3958                  | 2.2192      |
|                    |                 | Argentina       | -1.3981                 | 1.7207      |
|                    |                 | Australia       | -1.0497                 | 2.5902      |
|                    |                 | Brazil          | -1.7396                 | 1.0369      |
|                    |                 | GB              | -.2036                  | 2.5283      |
|                    |                 | Canada          | -.2530                  | 3.0093      |
|                    |                 | China           | -2.0243                 | 1.5466      |
|                    |                 | Netherlands     | -1.0040                 | 1.8858      |
|                    |                 | Philippines     | -.6773                  | 2.4679      |
|                    |                 | France          | -1.0352                 | 1.9856      |
|                    |                 | Germany         | -1.0314                 | 2.0413      |
|                    |                 | India           | -.8144                  | 2.2804      |
|                    |                 | Indonesia       | -1.7251                 | 1.8908      |
|                    |                 | Japan           | -.0344                  | 2.7902      |
|                    |                 | Malaysia        | -.8304                  | 2.3596      |
|                    |                 | Mexico          | -1.4480                 | 1.7761      |
|                    |                 | Poland          | -.8514                  | 2.2612      |
|                    |                 | Russia          | -1.7145                 | 1.5907      |
|                    |                 | Singapore       | -.3892                  | 2.5114      |
|                    |                 | Switzerland     | -.8014                  | 2.3112      |
| Turkey             | -1.7084         | 1.3540          |                         |             |
| Venezuela          | -1.5651         | 1.5414          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Switzerland     | America         | -.7483                  | 1.0620      |
|                    |                 | Argentina       | -1.8352                 | .6480       |
|                    |                 | Australia       | -1.5409                 | 1.5717      |
|                    |                 | Brazil          | -2.1246                 | -.0879      |
|                    |                 | GB              | -.5804                  | 1.3953      |
|                    |                 | Canada          | -.7073                  | 1.9538      |
|                    |                 | China           | -2.5096                 | .5221       |
|                    |                 | Netherlands     | -1.4083                 | .7803       |
|                    |                 | Philippines     | -1.1177                 | 1.3986      |
|                    |                 | France          | -1.4592                 | .8998       |
|                    |                 | Germany         | -1.4625                 | .9626       |
|                    |                 | India           | -1.2484                 | 1.2045      |
|                    |                 | Indonesia       | -2.2143                 | .8702       |
|                    |                 | Japan           | -.4279                  | 1.6740      |
|                    |                 | Malaysia        | -1.2764                 | 1.2958      |
|                    |                 | Mexico          | -1.8980                 | .7163       |
|                    |                 | Poland          | -1.2877                 | 1.1877      |
|                    |                 | Russia          | -2.1736                 | .5400       |
|                    |                 | Singapore       | -.7953                  | 1.4076      |
|                    |                 | Spain           | -2.3112                 | .8014       |
| Turkey             | -2.1381         | .2739           |                         |             |
| Venezuela          | -2.0006         | .4671           |                         |             |
|                    | Turkey          | America         | .2276                   | 1.9502      |
|                    |                 | Argentina       | -.8715                  | 1.5485      |
|                    |                 | Australia       | -.5837                  | 2.4787      |
|                    |                 | Brazil          | -1.1538                 | .8054       |
|                    |                 | GB              | .3917                   | 2.2873      |
|                    |                 | Canada          | .2542                   | 2.8565      |
|                    |                 | China           | -1.5518                 | 1.4284      |
|                    |                 | Netherlands     | -.4402                  | 1.6764      |
|                    |                 | Philippines     | -.1545                  | 2.2995      |
|                    |                 | France          | -.4938                  | 1.7986      |
|                    |                 | Germany         | -.4980                  | 1.8623      |
|                    |                 | India           | -.2843                  | 2.1046      |
|                    |                 | Indonesia       | -1.2569                 | 1.7770      |
|                    |                 | Japan           | .5417                   | 2.5685      |
|                    |                 | Malaysia        | -.3138                  | 2.1974      |
|                    |                 | Mexico          | -.9360                  | 1.6184      |
|                    |                 | Poland          | -.3239                  | 2.0881      |
|                    |                 | Russia          | -1.2127                 | 1.4433      |
|                    |                 | Singapore       | .1725                   | 2.3040      |
|                    |                 | Spain           | -1.3540                 | 1.7084      |
| Switzerland        | -.2739          | 2.1381          |                         |             |
| Venezuela          | -1.0367         | 1.3674          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 17 Socially aware  | Venezuela       | America         | .0236                   | 1.8235      |
|                    |                 | Argentina       | -1.0646                 | 1.4109      |
|                    |                 | Australia       | -.7711                  | 2.3354      |
|                    |                 | Brazil          | -1.3532                 | .6742       |
|                    |                 | GB              | .1912                   | 2.1572      |
|                    |                 | Canada          | .0630                   | 2.7170      |
|                    |                 | China           | -1.7397                 | 1.2857      |
|                    |                 | Netherlands     | -.6372                  | 1.5427      |
|                    |                 | Philippines     | -.3472                  | 2.1616      |
|                    |                 | France          | -.6885                  | 1.6625      |
|                    |                 | Germany         | -.6918                  | 1.7255      |
|                    |                 | India           | -.4778                  | 1.9674      |
|                    |                 | Indonesia       | -1.4445                 | 1.6339      |
|                    |                 | Japan           | .3433                   | 2.4362      |
|                    |                 | Malaysia        | -.5060                  | 2.0588      |
|                    |                 | Mexico          | -1.1277                 | 1.4794      |
|                    |                 | Poland          | -.5171                  | 1.9506      |
| Russia             | -1.4034         | 1.3033          |                         |             |
| Singapore          | -.0243          | 2.1701          |                         |             |
| Spain              | -1.5414         | 1.5651          |                         |             |
| Switzerland        | -.4671          | 2.0006          |                         |             |
| Turkey             | -1.3674         | 1.0367          |                         |             |
| 18 Indirect        | America         | Argentina       | -.3379                  | 1.1951      |
|                    |                 | Australia       | -.8866                  | 1.3148      |
|                    |                 | Brazil          | -.2909                  | .6683       |
|                    |                 | GB              | -.5851                  | .2787       |
|                    |                 | Canada          | -1.0609                 | .6708       |
|                    |                 | China           | -1.0067                 | 1.1133      |
|                    |                 | Netherlands     | -.9153                  | .2571       |
|                    |                 | Philippines     | -1.0088                 | .5621       |
|                    |                 | France          | -1.0096                 | .3774       |
|                    |                 | Germany         | -.6341                  | .8315       |
|                    |                 | India           | -1.1048                 | .3933       |
|                    |                 | Indonesia       | -1.8149                 | .3583       |
|                    |                 | Japan           | -.5160                  | .5381       |
|                    |                 | Malaysia        | -.8701                  | .7636       |
|                    |                 | Mexico          | -.7677                  | .9128       |
|                    |                 | Poland          | -.2212                  | 1.3028      |
|                    |                 | Russia          | -.5875                  | 1.2011      |
| Singapore          | -.8712          | .3201           |                         |             |
| Spain              | -.7379          | 1.4635          |                         |             |
| Switzerland        | -.4400          | 1.0841          |                         |             |
| Turkey             | -1.0184         | .4318           |                         |             |
| Venezuela          | -.3667          | 1.1486          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 18 Indirect        | Argentina       | America         | -1.1951                 | .3379       |        |
|                    |                 | Australia       | -1.5273                 | 1.0983      |        |
|                    |                 | Brazil          | -1.1012                 | .6214       |        |
|                    |                 | GB              | -1.4176                 | .2539       |        |
|                    |                 | Canada          | -1.7469                 | .4996       |        |
|                    |                 | China           | -1.6542                 | .9035       |        |
|                    |                 | Netherlands     | -1.6827                 | .1673       |        |
|                    |                 | Philippines     | -1.7144                 | .4105       |        |
|                    |                 | France          | -1.7411                 | .2517       |        |
|                    |                 | Germany         | -1.3541                 | .6942       |        |
|                    |                 | India           | -1.8202                 | .2515       |        |
|                    |                 | Indonesia       | -2.4579                 | .1441       |        |
|                    |                 | Japan           | -1.3062                 | .4710       |        |
|                    |                 | Malaysia        | -1.5677                 | .6040       |        |
|                    |                 | Mexico          | -1.4597                 | .7475       |        |
|                    |                 | Poland          | -.9331                  | 1.1574      |        |
|                    |                 | Russia          | -1.2671                 | 1.0235      |        |
|                    |                 | Singapore       | -1.6351                 | .2268       |        |
|                    |                 | Spain           | -1.3787                 | 1.2470      |        |
|                    |                 | Switzerland     | -1.1518                 | .9387       |        |
|                    | Turkey          | -1.7406         | .2967                   |             |        |
|                    | Venezuela       | -1.0797         | 1.0044                  |             |        |
|                    |                 | Australia       | America                 | -1.3148     | .8866  |
|                    |                 |                 | Argentina               | -1.0983     | 1.5273 |
|                    |                 |                 | Brazil                  | -1.1941     | 1.1433 |
|                    |                 |                 | GB                      | -1.5173     | .7827  |
|                    |                 |                 | Canada                  | -1.7824     | .9640  |
|                    |                 |                 | China                   | -1.6640     | 1.3423 |
|                    |                 |                 | Netherlands             | -1.7596     | .6732  |
|                    |                 |                 | Philippines             | -1.7614     | .8865  |
|                    |                 |                 | France                  | -1.8018     | .7414  |
|                    |                 |                 | Germany                 | -1.4088     | 1.1780 |
|                    | India           |                 | -1.8725                 | .7328       |        |
|                    | Indonesia       |                 | -2.4644                 | .5796       |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Brazil          | America         | -.6683                  | .2909       |
|                    |                 | Argentina       | -.6214                  | 1.1012      |
|                    |                 | Australia       | -1.1433                 | 1.1941      |
|                    |                 | GB              | -.9258                  | .2420       |
|                    |                 | Canada          | -1.3346                 | .5671       |
|                    |                 | China           | -1.2658                 | .9950       |
|                    |                 | Netherlands     | -1.2235                 | .1879       |
|                    |                 | Philippines     | -1.2902                 | .4661       |
|                    |                 | France          | -1.3018                 | .2923       |
|                    |                 | Germany         | -.9215                  | .7415       |
|                    |                 | India           | -1.3902                 | .3014       |
|                    |                 | Indonesia       | -2.0724                 | .2385       |
|                    |                 | Japan           | -.8350                  | .4797       |
|                    |                 | Malaysia        | -1.1483                 | .6645       |
|                    |                 | Mexico          | -1.0437                 | .8114       |
|                    |                 | Poland          | -.5052                  | 1.2094      |
|                    |                 | Russia          | -.8587                  | 1.0949      |
|                    |                 | Singapore       | -1.1778                 | .2493       |
|                    |                 | Spain           | -.9947                  | 1.3428      |
|                    |                 | Switzerland     | -.7240                  | .9907       |
| Turkey             | -1.3067         | .3427           |                         |             |
| Venezuela          | -.6512          | 1.0557          |                         |             |
|                    | GB              | America         | -.2787                  | .5851       |
|                    |                 | Argentina       | -.2539                  | 1.4176      |
|                    |                 | Australia       | -.7827                  | 1.5173      |
|                    |                 | Brazil          | -.2420                  | .9258       |
|                    |                 | Canada          | -.9696                  | .8859       |
|                    |                 | China           | -.9045                  | 1.3176      |
|                    |                 | Netherlands     | -.8501                  | .4983       |
|                    |                 | Philippines     | -.9233                  | .7829       |
|                    |                 | France          | -.9322                  | .6065       |
|                    |                 | Germany         | -.5530                  | 1.0568      |
|                    |                 | India           | -1.0223                 | .6172       |
|                    |                 | Indonesia       | -1.7115                 | .5614       |
|                    |                 | Japan           | -.4592                  | .7877       |
|                    |                 | Malaysia        | -.7821                  | .9821       |
|                    |                 | Mexico          | -.6781                  | 1.1295      |
|                    |                 | Poland          | -.1376                  | 1.5256      |
|                    |                 | Russia          | -.4943                  | 1.4143      |
|                    |                 | Singapore       | -.8048                  | .5601       |
|                    |                 | Spain           | -.6340                  | 1.6660      |
|                    |                 | Switzerland     | -.3564                  | 1.3069      |
| Turkey             | -.9380          | .6578           |                         |             |
| Venezuela          | -.2834          | 1.3717          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Canada          | America         | -.6708                  | 1.0609      |
|                    |                 | Argentina       | -.4996                  | 1.7469      |
|                    |                 | Australia       | -.9640                  | 1.7824      |
|                    |                 | Brazil          | -.5671                  | 1.3346      |
|                    |                 | GB              | -.8859                  | .9696       |
|                    |                 | China           | -1.0924                 | 1.5891      |
|                    |                 | Netherlands     | -1.1429                 | .8748       |
|                    |                 | Philippines     | -1.1645                 | 1.1079      |
|                    |                 | France          | -1.1958                 | .9537       |
|                    |                 | Germany         | -.8067                  | 1.3943      |
|                    |                 | India           | -1.2721                 | .9507       |
|                    |                 | Indonesia       | -1.8951                 | .8287       |
|                    |                 | Japan           | -.7695                  | 1.1817      |
|                    |                 | Malaysia        | -1.0163                 | 1.3000      |
|                    |                 | Mexico          | -.9072                  | 1.4424      |
|                    |                 | Poland          | -.3843                  | 1.8560      |
|                    |                 | Russia          | -.7121                  | 1.7159      |
|                    |                 | Singapore       | -1.0948                 | .9339       |
|                    |                 | Spain           | -.8154                  | 1.9310      |
|                    |                 | Switzerland     | -.6031                  | 1.6373      |
| Turkey             | -1.1937         | .9971           |                         |             |
| Venezuela          | -.5312          | 1.7032          |                         |             |
|                    | China           | America         | -1.1133                 | 1.0067      |
|                    |                 | Argentina       | -.9035                  | 1.6542      |
|                    |                 | Australia       | -1.3423                 | 1.6640      |
|                    |                 | Brazil          | -.9950                  | 1.2658      |
|                    |                 | GB              | -1.3176                 | .9045       |
|                    |                 | Canada          | -1.5891                 | 1.0924      |
|                    |                 | Netherlands     | -1.5620                 | .7972       |
|                    |                 | Philippines     | -1.5669                 | 1.0136      |
|                    |                 | France          | -1.6059                 | .8671       |
|                    |                 | Germany         | -1.2135                 | 1.3043      |
|                    |                 | India           | -1.6775                 | .8594       |
|                    |                 | Indonesia       | -2.2744                 | .7113       |
|                    |                 | Japan           | -1.1936                 | 1.1091      |
|                    |                 | Malaysia        | -1.4161                 | 1.2031      |
|                    |                 | Mexico          | -1.3051                 | 1.3436      |
|                    |                 | Poland          | -.7887                  | 1.7637      |
|                    |                 | Russia          | -1.1058                 | 1.6128      |
|                    |                 | Singapore       | -1.5132                 | .8555       |
|                    |                 | Spain           | -1.1937                 | 1.8126      |
|                    |                 | Switzerland     | -1.0074                 | 1.5449      |
| Turkey             | -1.6011         | .9078           |                         |             |
| Venezuela          | -.9359          | 1.6112          |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Netherlands     | America         | -.2571                  | .9153       |
|                    |                 | Argentina       | -.1673                  | 1.6827      |
|                    |                 | Australia       | -.6732                  | 1.7596      |
|                    |                 | Brazil          | -.1879                  | 1.2235      |
|                    |                 | GB              | -.4983                  | .8501       |
|                    |                 | Canada          | -.8748                  | 1.1429      |
|                    |                 | China           | -.7972                  | 1.5620      |
|                    |                 | Philippines     | -.8350                  | 1.0464      |
|                    |                 | France          | -.8524                  | .8784       |
|                    |                 | Germany         | -.4694                  | 1.3250      |
|                    |                 | India           | -.9372                  | .8839       |
|                    |                 | Indonesia       | -1.6028                 | .8044       |
|                    |                 | Japan           | -.3986                  | 1.0789      |
|                    |                 | Malaysia        | -.6912                  | 1.2429      |
|                    |                 | Mexico          | -.5853                  | 1.3885      |
|                    |                 | Poland          | -.0513                  | 1.7911      |
|                    |                 | Russia          | -.3974                  | 1.6692      |
|                    |                 | Singapore       | -.7356                  | .8428       |
|                    |                 | Spain           | -.5245                  | 1.9082      |
|                    |                 | Switzerland     | -.2701                  | 1.5724      |
| Turkey             | -.8552          | .9267           |                         |             |
| Venezuela          | -.1975          | 1.6376          |                         |             |
|                    | Philippines     | America         | -.5621                  | 1.0088      |
|                    |                 | Argentina       | -.4105                  | 1.7144      |
|                    |                 | Australia       | -.8865                  | 1.7614      |
|                    |                 | Brazil          | -.4661                  | 1.2902      |
|                    |                 | GB              | -.7829                  | .9233       |
|                    |                 | Canada          | -1.1079                 | 1.1645      |
|                    |                 | China           | -1.0136                 | 1.5669      |
|                    |                 | Netherlands     | -1.0464                 | .8350       |
|                    |                 | France          | -1.1038                 | .9183       |
|                    |                 | Germany         | -.7163                  | 1.3604      |
|                    |                 | India           | -1.1823                 | .9175       |
|                    |                 | Indonesia       | -1.8171                 | .8073       |
|                    |                 | Japan           | -.6706                  | 1.1394      |
|                    |                 | Malaysia        | -.9291                  | 1.2694      |
|                    |                 | Mexico          | -.8209                  | 1.4127      |
|                    |                 | Poland          | -.2950                  | 1.8234      |
|                    |                 | Russia          | -.6278                  | 1.6882      |
|                    |                 | Singapore       | -.9988                  | .8944       |
|                    |                 | Spain           | -.7378                  | 1.9101      |
|                    |                 | Switzerland     | -.5138                  | 1.6046      |
| Turkey             | -1.1029         | .9630           |                         |             |
| Venezuela          | -.4417          | 1.6704          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | France          | America         | -.3774                  | 1.0096      |
|                    |                 | Argentina       | -.2517                  | 1.7411      |
|                    |                 | Australia       | -.7414                  | 1.8018      |
|                    |                 | Brazil          | -.2923                  | 1.3018      |
|                    |                 | GB              | -.6065                  | .9322       |
|                    |                 | Canada          | -.9537                  | 1.1958      |
|                    |                 | China           | -.8671                  | 1.6059      |
|                    |                 | Netherlands     | -.8784                  | .8524       |
|                    |                 | Philippines     | -.9183                  | 1.1038      |
|                    |                 | Germany         | -.5559                  | 1.3855      |
|                    |                 | India           | -1.0227                 | .9434       |
|                    |                 | Indonesia       | -1.6716                 | .8472       |
|                    |                 | Japan           | -.4994                  | 1.1536      |
|                    |                 | Malaysia        | -.7728                  | 1.2985      |
|                    |                 | Mexico          | -.6656                  | 1.4428      |
|                    |                 | Poland          | -.1361                  | 1.8499      |
|                    |                 | Russia          | -.4749                  | 1.7206      |
|                    |                 | Singapore       | -.8313                  | .9124       |
|                    |                 | Spain           | -.5927                  | 1.9504      |
|                    |                 | Switzerland     | -.3548                  | 1.6311      |
| Turkey             | -.9422          | .9877           |                         |             |
| Venezuela          | -.2826          | 1.6966          |                         |             |
|                    | Germany         | America         | -.8315                  | .6341       |
|                    |                 | Argentina       | -.6942                  | 1.3541      |
|                    |                 | Australia       | -1.1780                 | 1.4088      |
|                    |                 | Brazil          | -.7415                  | .9215       |
|                    |                 | GB              | -1.0568                 | .5530       |
|                    |                 | Canada          | -1.3943                 | .8067       |
|                    |                 | China           | -1.3043                 | 1.2135      |
|                    |                 | Netherlands     | -1.3250                 | .4694       |
|                    |                 | Philippines     | -1.3604                 | .7163       |
|                    |                 | France          | -1.3855                 | .5559       |
|                    |                 | India           | -1.4656                 | .5567       |
|                    |                 | Indonesia       | -2.1084                 | .4544       |
|                    |                 | Japan           | -.9474                  | .7720       |
|                    |                 | Malaysia        | -1.2143                 | .9104       |
|                    |                 | Mexico          | -1.1066                 | 1.0542      |
|                    |                 | Poland          | -.5787                  | 1.4629      |
|                    |                 | Russia          | -.9149                  | 1.3311      |
|                    |                 | Singapore       | -1.2777                 | .5292       |
|                    |                 | Spain           | -1.0294                 | 1.5575      |
|                    |                 | Switzerland     | -.7975                  | 1.2441      |
| Turkey             | -1.3856         | .6015           |                         |             |
| Venezuela          | -.7253          | 1.3098          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 18 Indirect        | India           | America         | -.3933                  | 1.1048      |        |
|                    |                 | Argentina       | -.2515                  | 1.8202      |        |
|                    |                 | Australia       | -.7328                  | 1.8725      |        |
|                    |                 | Brazil          | -.3014                  | 1.3902      |        |
|                    |                 | GB              | -.6172                  | 1.0223      |        |
|                    |                 | Canada          | -.9507                  | 1.2721      |        |
|                    |                 | China           | -.8594                  | 1.6775      |        |
|                    |                 | Netherlands     | -.8839                  | .9372       |        |
|                    |                 | Philippines     | -.9175                  | 1.1823      |        |
|                    |                 | France          | -.9434                  | 1.0227      |        |
|                    |                 | Germany         | -.5567                  | 1.4656      |        |
|                    |                 | Indonesia       | -1.6633                 | .9182       |        |
|                    |                 | Japan           | -.5068                  | 1.2404      |        |
|                    |                 | Malaysia        | -.7711                  | 1.3761      |        |
|                    |                 | Mexico          | -.6632                  | 1.5198      |        |
|                    |                 | Poland          | -.1360                  | 1.9291      |        |
|                    |                 | Russia          | -.4711                  | 1.7962      |        |
|                    |                 | Singapore       | -.8364                  | .9968       |        |
|                    |                 | Spain           | -.5842                  | 2.0212      |        |
|                    |                 | Switzerland     | -.3547                  | 1.7103      |        |
|                    | Turkey          | -.9432          | 1.0680                  |             |        |
|                    | Venezuela       | -.2826          | 1.7760                  |             |        |
|                    |                 | Indonesia       | America                 | -.3583      | 1.8149 |
|                    |                 |                 | Argentina               | -.1441      | 2.4579 |
|                    |                 |                 | Australia               | -.5796      | 2.4644 |
|                    |                 |                 | Brazil                  | -.2385      | 2.0724 |
|                    |                 |                 | GB                      | -.5614      | 1.7115 |
|                    |                 |                 | Canada                  | -.8287      | 1.8951 |
|                    |                 |                 | China                   | -.7113      | 2.2744 |
|                    |                 |                 | Netherlands             | -.8044      | 1.6028 |
|                    |                 |                 | Philippines             | -.8073      | 1.8171 |
|                    |                 |                 | France                  | -.8472      | 1.6716 |
|                    |                 |                 | Germany                 | -.4544      | 2.1084 |
|                    | India           |                 | -.9182                  | 1.6633      |        |
|                    | Japan           |                 | -.4366                  | 1.9152      |        |
|                    | Venezuela       | -.1765          | 2.4150                  |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Japan           | America         | -.5381                  | .5160       |
|                    |                 | Argentina       | -.4710                  | 1.3062      |
|                    |                 | Australia       | -.9859                  | 1.3921      |
|                    |                 | Brazil          | -.4797                  | .8350       |
|                    |                 | GB              | -.7877                  | .4592       |
|                    |                 | Canada          | -1.1817                 | .7695       |
|                    |                 | China           | -1.1091                 | 1.1936      |
|                    |                 | Netherlands     | -1.0789                 | .3986       |
|                    |                 | Philippines     | -1.1394                 | .6706       |
|                    |                 | France          | -1.1536                 | .4994       |
|                    |                 | Germany         | -.7720                  | .9474       |
|                    |                 | India           | -1.2404                 | .5068       |
|                    |                 | Indonesia       | -1.9152                 | .4366       |
|                    |                 | Malaysia        | -.9966                  | .8681       |
|                    |                 | Mexico          | -.8914                  | 1.0144      |
|                    |                 | Poland          | -.3550                  | 1.4145      |
|                    |                 | Russia          | -.7051                  | 1.2967      |
|                    |                 | Singapore       | -1.0328                 | .4597       |
|                    |                 | Spain           | -.8373                  | 1.5407      |
|                    |                 | Switzerland     | -.5737                  | 1.1958      |
| Turkey             | -1.1575         | .5488           |                         |             |
| Venezuela          | -.5010          | 1.2609          |                         |             |
|                    | Malaysia        | America         | -.7636                  | .8701       |
|                    |                 | Argentina       | -.6040                  | 1.5677      |
|                    |                 | Australia       | -1.0755                 | 1.6101      |
|                    |                 | Brazil          | -.6645                  | 1.1483      |
|                    |                 | GB              | -.9821                  | .7821       |
|                    |                 | Canada          | -1.3000                 | 1.0163      |
|                    |                 | China           | -1.2031                 | 1.4161      |
|                    |                 | Netherlands     | -1.2429                 | .6912       |
|                    |                 | Philippines     | -1.2694                 | .9291       |
|                    |                 | France          | -1.2985                 | .7728       |
|                    |                 | Germany         | -.9104                  | 1.2143      |
|                    |                 | India           | -1.3761                 | .7711       |
|                    |                 | Indonesia       | -2.0063                 | .6562       |
|                    |                 | Japan           | -.8681                  | .9966       |
|                    |                 | Mexico          | -1.0133                 | 1.2648      |
|                    |                 | Poland          | -.4887                  | 1.6767      |
|                    |                 | Russia          | -.8195                  | 1.5396      |
|                    |                 | Singapore       | -1.1951                 | .7505       |
|                    |                 | Spain           | -.9268                  | 1.7588      |
|                    |                 | Switzerland     | -.7074                  | 1.4580      |
| Turkey             | -1.2972         | .8169           |                         |             |
| Venezuela          | -.6354          | 1.5238          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Mexico          | America         | -.9128                  | .7677       |
|                    |                 | Argentina       | -.7475                  | 1.4597      |
|                    |                 | Australia       | -1.2156                 | 1.4987      |
|                    |                 | Brazil          | -.8114                  | 1.0437      |
|                    |                 | GB              | -1.1295                 | .6781       |
|                    |                 | Canada          | -1.4424                 | .9072       |
|                    |                 | China           | -1.3436                 | 1.3051      |
|                    |                 | Netherlands     | -1.3885                 | .5853       |
|                    |                 | Philippines     | -1.4127                 | .8209       |
|                    |                 | France          | -1.4428                 | .6656       |
|                    |                 | Germany         | -1.0542                 | 1.1066      |
|                    |                 | India           | -1.5198                 | .6632       |
|                    |                 | Indonesia       | -2.1465                 | .5449       |
|                    |                 | Japan           | -1.0144                 | .8914       |
|                    |                 | Malaysia        | -1.2648                 | 1.0133      |
|                    |                 | Poland          | -.6322                  | 1.5687      |
|                    |                 | Russia          | -.9616                  | 1.4301      |
|                    |                 | Singapore       | -1.3406                 | .6445       |
|                    |                 | Spain           | -1.0669                 | 1.6474      |
|                    |                 | Switzerland     | -.8509                  | 1.3500      |
| Turkey             | -1.4411         | .7094           |                         |             |
| Venezuela          | -.7790          | 1.4158          |                         |             |
|                    | Poland          | America         | -1.3028                 | .2212       |
|                    |                 | Argentina       | -1.1574                 | .9331       |
|                    |                 | Australia       | -1.6369                 | .9835       |
|                    |                 | Brazil          | -1.2094                 | .5052       |
|                    |                 | GB              | -1.5256                 | .1376       |
|                    |                 | Canada          | -1.8560                 | .3843       |
|                    |                 | China           | -1.7637                 | .7887       |
|                    |                 | Netherlands     | -1.7911                 | .0513       |
|                    |                 | Philippines     | -1.8234                 | .2950       |
|                    |                 | France          | -1.8499                 | .1361       |
|                    |                 | Germany         | -1.4629                 | .5787       |
|                    |                 | India           | -1.9291                 | .1360       |
|                    |                 | Indonesia       | -2.5674                 | .0293       |
|                    |                 | Japan           | -1.4145                 | .3550       |
|                    |                 | Malaysia        | -1.6767                 | .4887       |
|                    |                 | Mexico          | -1.5687                 | .6322       |
|                    |                 | Russia          | -1.3763                 | .9083       |
|                    |                 | Singapore       | -1.7436                 | .1109       |
|                    |                 | Spain           | -1.4882                 | 1.1321      |
|                    |                 | Switzerland     | -1.2607                 | .8232       |
| Turkey             | -1.8494         | .1812           |                         |             |
| Venezuela          | -1.1886         | .8889           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Russia          | America         | -1.2011                 | .5875       |
|                    |                 | Argentina       | -1.0235                 | 1.2671      |
|                    |                 | Australia       | -1.4840                 | 1.2986      |
|                    |                 | Brazil          | -1.0949                 | .8587       |
|                    |                 | GB              | -1.4143                 | .4943       |
|                    |                 | Canada          | -1.7159                 | .7121       |
|                    |                 | China           | -1.6128                 | 1.1058      |
|                    |                 | Netherlands     | -1.6692                 | .3974       |
|                    |                 | Philippines     | -1.6882                 | .6278       |
|                    |                 | France          | -1.7206                 | .4749       |
|                    |                 | Germany         | -1.3311                 | .9149       |
|                    |                 | India           | -1.7962                 | .4711       |
|                    |                 | Indonesia       | -2.4152                 | .3450       |
|                    |                 | Japan           | -1.2967                 | .7051       |
|                    |                 | Malaysia        | -1.5396                 | .8195       |
|                    |                 | Mexico          | -1.4301                 | .9616       |
|                    |                 | Poland          | -.9083                  | 1.3763      |
|                    |                 | Singapore       | -1.6210                 | .4564       |
|                    |                 | Spain           | -1.3353                 | 1.4472      |
|                    |                 | Switzerland     | -1.1270                 | 1.1575      |
| Turkey             | -1.7181         | .5178           |                         |             |
| Venezuela          | -1.0552         | 1.2235          |                         |             |
|                    | Singapore       | America         | -.3201                  | .8712       |
|                    |                 | Argentina       | -.2268                  | 1.6351      |
|                    |                 | Australia       | -.7313                  | 1.7106      |
|                    |                 | Brazil          | -.2493                  | 1.1778      |
|                    |                 | GB              | -.5601                  | .8048       |
|                    |                 | Canada          | -.9339                  | 1.0948      |
|                    |                 | China           | -.8555                  | 1.5132      |
|                    |                 | Netherlands     | -.8428                  | .7356       |
|                    |                 | Philippines     | -.8944                  | .9988       |
|                    |                 | France          | -.9124                  | .8313       |
|                    |                 | Germany         | -.5292                  | 1.2777      |
|                    |                 | India           | -.9968                  | .8364       |
|                    |                 | Indonesia       | -1.6610                 | .7555       |
|                    |                 | Japan           | -.4597                  | 1.0328      |
|                    |                 | Malaysia        | -.7505                  | 1.1951      |
|                    |                 | Mexico          | -.6445                  | 1.3406      |
|                    |                 | Poland          | -.1109                  | 1.7436      |
|                    |                 | Russia          | -.4564                  | 1.6210      |
|                    |                 | Spain           | -.5827                  | 1.8592      |
|                    |                 | Switzerland     | -.3297                  | 1.5249      |
| Turkey             | -.9150          | .8794           |                         |             |
| Venezuela          | -.2572          | 1.5901          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Spain           | America         | -1.4635                 | .7379       |
|                    |                 | Argentina       | -1.2470                 | 1.3787      |
|                    |                 | Australia       | -1.6808                 | 1.3835      |
|                    |                 | Brazil          | -1.3428                 | .9947       |
|                    |                 | GB              | -1.6660                 | .6340       |
|                    |                 | Canada          | -1.9310                 | .8154       |
|                    |                 | China           | -1.8126                 | 1.1937      |
|                    |                 | Netherlands     | -1.9082                 | .5245       |
|                    |                 | Philippines     | -1.9101                 | .7378       |
|                    |                 | France          | -1.9504                 | .5927       |
|                    |                 | Germany         | -1.5575                 | 1.0294      |
|                    |                 | India           | -2.0212                 | .5842       |
|                    |                 | Indonesia       | -2.6131                 | .4310       |
|                    |                 | Japan           | -1.5407                 | .8373       |
|                    |                 | Malaysia        | -1.7588                 | .9268       |
|                    |                 | Mexico          | -1.6474                 | 1.0669      |
|                    |                 | Poland          | -1.1321                 | 1.4882      |
|                    |                 | Russia          | -1.4472                 | 1.3353      |
|                    |                 | Singapore       | -1.8592                 | .5827       |
|                    |                 | Switzerland     | -1.3509                 | 1.2695      |
| Turkey             | -1.9452         | .6330           |                         |             |
| Venezuela          | -1.2794         | 1.3358          |                         |             |
|                    | Switzerland     | America         | -1.0841                 | .4400       |
|                    |                 | Argentina       | -.9387                  | 1.1518      |
|                    |                 | Australia       | -1.4181                 | 1.2022      |
|                    |                 | Brazil          | -.9907                  | .7240       |
|                    |                 | GB              | -1.3069                 | .3564       |
|                    |                 | Canada          | -1.6373                 | .6031       |
|                    |                 | China           | -1.5449                 | 1.0074      |
|                    |                 | Netherlands     | -1.5724                 | .2701       |
|                    |                 | Philippines     | -1.6046                 | .5138       |
|                    |                 | France          | -1.6311                 | .3548       |
|                    |                 | Germany         | -1.2441                 | .7975       |
|                    |                 | India           | -1.7103                 | .3547       |
|                    |                 | Indonesia       | -2.3487                 | .2480       |
|                    |                 | Japan           | -1.1958                 | .5737       |
|                    |                 | Malaysia        | -1.4580                 | .7074       |
|                    |                 | Mexico          | -1.3500                 | .8509       |
|                    |                 | Poland          | -.8232                  | 1.2607      |
|                    |                 | Russia          | -1.1575                 | 1.1270      |
|                    |                 | Singapore       | -1.5249                 | .3297       |
|                    |                 | Spain           | -1.2695                 | 1.3509      |
| Turkey             | -1.6307         | .3999           |                         |             |
| Venezuela          | -.9698          | 1.1077          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 18 Indirect        | Turkey          | America         | -.4318                  | 1.0184      |
|                    |                 | Argentina       | -.2967                  | 1.7406      |
|                    |                 | Australia       | -.7816                  | 1.7965      |
|                    |                 | Brazil          | -.3427                  | 1.3067      |
|                    |                 | GB              | -.6578                  | .9380       |
|                    |                 | Canada          | -.9971                  | 1.1937      |
|                    |                 | China           | -.9078                  | 1.6011      |
|                    |                 | Netherlands     | -.9267                  | .8552       |
|                    |                 | Philippines     | -.9630                  | 1.1029      |
|                    |                 | France          | -.9877                  | .9422       |
|                    |                 | Germany         | -.6015                  | 1.3856      |
|                    |                 | India           | -1.0680                 | .9432       |
|                    |                 | Indonesia       | -1.7120                 | .8421       |
|                    |                 | Japan           | -.5488                  | 1.1575      |
|                    |                 | Malaysia        | -.8169                  | 1.2972      |
|                    |                 | Mexico          | -.7094                  | 1.4411      |
|                    |                 | Poland          | -.1812                  | 1.8494      |
|                    |                 | Russia          | -.5178                  | 1.7181      |
|                    |                 | Singapore       | -.8794                  | .9150       |
|                    |                 | Spain           | -.6330                  | 1.9452      |
| Switzerland        | -.3999          | 1.6307          |                         |             |
| Venezuela          | -.3277          | 1.6963          |                         |             |
|                    | Venezuela       | America         | -1.1486                 | .3667       |
|                    |                 | Argentina       | -1.0044                 | 1.0797      |
|                    |                 | Australia       | -1.4845                 | 1.1308      |
|                    |                 | Brazil          | -1.0557                 | .6512       |
|                    |                 | GB              | -1.3717                 | .2834       |
|                    |                 | Canada          | -1.7032                 | .5312       |
|                    |                 | China           | -1.6112                 | .9359       |
|                    |                 | Netherlands     | -1.6376                 | .1975       |
|                    |                 | Philippines     | -1.6704                 | .4417       |
|                    |                 | France          | -1.6966                 | .2826       |
|                    |                 | Germany         | -1.3098                 | .7253       |
|                    |                 | India           | -1.7760                 | .2826       |
|                    |                 | Indonesia       | -2.4150                 | .1765       |
|                    |                 | Japan           | -1.2609                 | .5010       |
|                    |                 | Malaysia        | -1.5238                 | .6354       |
|                    |                 | Mexico          | -1.4158                 | .7790       |
|                    |                 | Poland          | -.8889                  | 1.1886      |
|                    |                 | Russia          | -1.2235                 | 1.0552      |
|                    |                 | Singapore       | -1.5901                 | .2572       |
|                    |                 | Spain           | -1.3358                 | 1.2794      |
| Switzerland        | -1.1077         | .9698           |                         |             |
| Turkey             | -1.6963         | .3277           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | America         | Argentina       | -.6681                  | .4918       |
|                    |                 | Australia       | -.6691                  | .9965       |
|                    |                 | Brazil          | -.3309                  | .3948       |
|                    |                 | GB              | -.0955                  | .5581       |
|                    |                 | Canada          | -.5256                  | .7847       |
|                    |                 | China           | -.6417                  | .9623       |
|                    |                 | Netherlands     | -.3361                  | .5510       |
|                    |                 | Philippines     | -.6523                  | .5362       |
|                    |                 | France          | -.0787                  | .9707       |
|                    |                 | Germany         | -.4186                  | .6903       |
|                    |                 | India           | -.5224                  | .6110       |
|                    |                 | Indonesia       | -.4447                  | 1.1995      |
|                    |                 | Japan           | .1959                   | .9934       |
|                    |                 | Malaysia        | -.5284                  | .7076       |
|                    |                 | Mexico          | -.4466                  | .8248       |
|                    |                 | Poland          | -.2444                  | .9087       |
|                    |                 | Russia          | -.6545                  | .6987       |
|                    |                 | Singapore       | -.2512                  | .6502       |
|                    |                 | Spain           | -.7300                  | .9356       |
|                    |                 | Switzerland     | -.4913                  | .6618       |
| Turkey             | -.6903          | .4069           |                         |             |
| Venezuela          | -.7694          | .3770           |                         |             |
|                    | Argentina       | America         | -.4918                  | .6681       |
|                    |                 | Australia       | -.7415                  | 1.2451      |
|                    |                 | Brazil          | -.5316                  | .7718       |
|                    |                 | GB              | -.3128                  | .9518       |
|                    |                 | Canada          | -.6322                  | 1.0675      |
|                    |                 | China           | -.7192                  | 1.2160      |
|                    |                 | Netherlands     | -.5042                  | .8954       |
|                    |                 | Philippines     | -.7738                  | .8339       |
|                    |                 | France          | -.2198                  | 1.2880      |
|                    |                 | Germany         | -.5509                  | .9989       |
|                    |                 | India           | -.6513                  | .9162       |
|                    |                 | Indonesia       | -.5188                  | 1.4499      |
|                    |                 | Japan           | .0105                   | 1.3551      |
|                    |                 | Malaysia        | -.6438                  | .9993       |
|                    |                 | Mexico          | -.5577                  | 1.1122      |
|                    |                 | Poland          | -.3706                  | 1.2111      |
|                    |                 | Russia          | -.7562                  | .9768       |
|                    |                 | Singapore       | -.4167                  | .9920       |
|                    |                 | Spain           | -.8023                  | 1.1843      |
|                    |                 | Switzerland     | -.6174                  | .9643       |
| Turkey             | -.8243          | .7172           |                         |             |
| Venezuela          | -.8965          | .6804           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | Australia       | America         | -.9965                  | .6691       |
|                    |                 | Argentina       | -1.2451                 | .7415       |
|                    |                 | Brazil          | -1.0160                 | .7526       |
|                    |                 | GB              | -.8024                  | .9378       |
|                    |                 | Canada          | -1.0731                 | 1.0049      |
|                    |                 | China           | -1.1407                 | 1.1339      |
|                    |                 | Netherlands     | -.9765                  | .8641       |
|                    |                 | Philippines     | -1.2234                 | .7800       |
|                    |                 | France          | -.6797                  | 1.2444      |
|                    |                 | Germany         | -1.0064                 | .9508       |
|                    |                 | India           | -1.1050                 | .8663       |
|                    |                 | Indonesia       | -.9378                  | 1.3653      |
|                    |                 | Japan           | -.4686                  | 1.3306      |
|                    |                 | Malaysia        | -1.0900                 | .9419       |
|                    |                 | Mexico          | -1.0014                 | 1.0523      |
|                    |                 | Poland          | -.8228                  | 1.1598      |
|                    |                 | Russia          | -1.1942                 | .9111       |
|                    |                 | Singapore       | -.8879                  | .9596       |
|                    |                 | Spain           | -1.2200                 | 1.0984      |
|                    |                 | Switzerland     | -1.0697                 | .9129       |
| Turkey             | -1.2807         | .6700           |                         |             |
| Venezuela          | -1.3492         | .6295           |                         |             |
|                    | Brazil          | America         | -.3948                  | .3309       |
|                    |                 | Argentina       | -.7718                  | .5316       |
|                    |                 | Australia       | -.7526                  | 1.0160      |
|                    |                 | GB              | -.2424                  | .6411       |
|                    |                 | Canada          | -.6218                  | .8170       |
|                    |                 | China           | -.7270                  | .9836       |
|                    |                 | Netherlands     | -.4584                  | .6094       |
|                    |                 | Philippines     | -.7544                  | .5744       |
|                    |                 | France          | -.1890                  | 1.0171      |
|                    |                 | Germany         | -.5252                  | .7330       |
|                    |                 | India           | -.6276                  | .6523       |
|                    |                 | Indonesia       | -.5288                  | 1.2196      |
|                    |                 | Japan           | .0654                   | 1.0601      |
|                    |                 | Malaysia        | -.6281                  | .7434       |
|                    |                 | Mexico          | -.5446                  | .8589       |
|                    |                 | Poland          | -.3485                  | .9489       |
|                    |                 | Russia          | -.7489                  | .7292       |
|                    |                 | Singapore       | -.3723                  | .7074       |
|                    |                 | Spain           | -.8134                  | .9551       |
|                    |                 | Switzerland     | -.5953                  | .7020       |
| Turkey             | -.7976          | .4503           |                         |             |
| Venezuela          | -.8739          | .4175           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | GB              | America         | -.5581                  | .0955       |
|                    |                 | Argentina       | -.9518                  | .3128       |
|                    |                 | Australia       | -.9378                  | .8024       |
|                    |                 | Brazil          | -.6411                  | .2424       |
|                    |                 | Canada          | -.8037                  | .6001       |
|                    |                 | China           | -.9117                  | .7696       |
|                    |                 | Netherlands     | -.6340                  | .3862       |
|                    |                 | Philippines     | -.9348                  | .3561       |
|                    |                 | France          | -.3674                  | .7967       |
|                    |                 | Germany         | -.7045                  | .5135       |
|                    |                 | India           | -.8072                  | .4332       |
|                    |                 | Indonesia       | -.7138                  | 1.0059      |
|                    |                 | Japan           | -.1084                  | .8350       |
|                    |                 | Malaysia        | -.8091                  | .5257       |
|                    |                 | Mexico          | -.7260                  | .6416       |
|                    |                 | Poland          | -.5284                  | .7300       |
|                    |                 | Russia          | -.9312                  | .5128       |
|                    |                 | Singapore       | -.5482                  | .4845       |
|                    |                 | Spain           | -.9986                  | .7416       |
|                    |                 | Switzerland     | -.7753                  | .4831       |
| Turkey             | -.9767          | .2307           |                         |             |
| Venezuela          | -1.0537         | .1986           |                         |             |
|                    | Canada          | America         | -.7847                  | .5256       |
|                    |                 | Argentina       | -1.0675                 | .6322       |
|                    |                 | Australia       | -1.0049                 | 1.0731      |
|                    |                 | Brazil          | -.8170                  | .6218       |
|                    |                 | GB              | -.6001                  | .8037       |
|                    |                 | China           | -.9837                  | 1.0452      |
|                    |                 | Netherlands     | -.7854                  | .7412       |
|                    |                 | Philippines     | -1.0473                 | .6721       |
|                    |                 | France          | -.4967                  | 1.1296      |
|                    |                 | Germany         | -.8263                  | .8390       |
|                    |                 | India           | -.9261                  | .7556       |
|                    |                 | Indonesia       | -.7826                  | 1.2783      |
|                    |                 | Japan           | -.2730                  | 1.2033      |
|                    |                 | Malaysia        | -.9162                  | .8364       |
|                    |                 | Mexico          | -.8292                  | .9484       |
|                    |                 | Poland          | -.6449                  | 1.0501      |
|                    |                 | Russia          | -1.0259                 | .8111       |
|                    |                 | Singapore       | -.6975                  | .8374       |
|                    |                 | Spain           | -1.0657                 | 1.0123      |
|                    |                 | Switzerland     | -.8918                  | .8033       |
| Turkey             | -1.1000         | .5576           |                         |             |
| Venezuela          | -1.1710         | .5195           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | China           | America         | -.9623                  | .6417       |
|                    |                 | Argentina       | -1.2160                 | .7192       |
|                    |                 | Australia       | -1.1339                 | 1.1407      |
|                    |                 | Brazil          | -.9836                  | .7270       |
|                    |                 | GB              | -.7696                  | .9117       |
|                    |                 | Canada          | -1.0452                 | .9837       |
|                    |                 | Netherlands     | -.9453                  | .8397       |
|                    |                 | Philippines     | -1.1945                 | .7579       |
|                    |                 | France          | -.6498                  | 1.2212      |
|                    |                 | Germany         | -.9769                  | .9281       |
|                    |                 | India           | -1.0757                 | .8437       |
|                    |                 | Indonesia       | -.9124                  | 1.3466      |
|                    |                 | Japan           | -.4367                  | 1.3055      |
|                    |                 | Malaysia        | -1.0615                 | .9202       |
|                    |                 | Mexico          | -.9731                  | 1.0308      |
|                    |                 | Poland          | -.7937                  | 1.1374      |
|                    |                 | Russia          | -1.1666                 | .8903       |
|                    |                 | Singapore       | -.8569                  | .9353       |
|                    |                 | Spain           | -1.1947                 | 1.0799      |
|                    |                 | Switzerland     | -1.0405                 | .8905       |
| Turkey             | -1.2511         | .6472           |                         |             |
| Venezuela          | -1.3200         | .6071           |                         |             |
|                    | Netherlands     | America         | -.5510                  | .3361       |
|                    |                 | Argentina       | -.8954                  | .5042       |
|                    |                 | Australia       | -.8641                  | .9765       |
|                    |                 | Brazil          | -.6094                  | .4584       |
|                    |                 | GB              | -.3862                  | .6340       |
|                    |                 | Canada          | -.7412                  | .7854       |
|                    |                 | China           | -.8397                  | .9453       |
|                    |                 | Philippines     | -.8772                  | .5462       |
|                    |                 | France          | -.3163                  | .9933       |
|                    |                 | Germany         | -.6504                  | .7072       |
|                    |                 | India           | -.7521                  | .6258       |
|                    |                 | Indonesia       | -.6407                  | 1.1806      |
|                    |                 | Japan           | -.0717                  | 1.0462      |
|                    |                 | Malaysia        | -.7495                  | .7139       |
|                    |                 | Mexico          | -.6650                  | .8283       |
|                    |                 | Poland          | -.4723                  | .9217       |
|                    |                 | Russia          | -.8671                  | .6965       |
|                    |                 | Singapore       | -.5051                  | .6892       |
|                    |                 | Spain           | -.9249                  | .9157       |
|                    |                 | Switzerland     | -.7192                  | .6748       |
| Turkey             | -.9232          | .4249           |                         |             |
| Venezuela          | -.9979          | .3906           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | Philippines     | America         | -.5362                  | .6523       |
|                    |                 | Argentina       | -.8339                  | .7738       |
|                    |                 | Australia       | -.7800                  | 1.2234      |
|                    |                 | Brazil          | -.5744                  | .7544       |
|                    |                 | GB              | -.3561                  | .9348       |
|                    |                 | Canada          | -.6721                  | 1.0473      |
|                    |                 | China           | -.7579                  | 1.1945      |
|                    |                 | Netherlands     | -.5462                  | .8772       |
|                    |                 | France          | -.2609                  | 1.2690      |
|                    |                 | Germany         | -.5917                  | .9795       |
|                    |                 | India           | -.6920                  | .8967       |
|                    |                 | Indonesia       | -.5574                  | 1.4283      |
|                    |                 | Japan           | -.0320                  | 1.3374      |
|                    |                 | Malaysia        | -.6840                  | .9794       |
|                    |                 | Mexico          | -.5978                  | 1.0921      |
|                    |                 | Poland          | -.4112                  | 1.1916      |
|                    |                 | Russia          | -.7960                  | .9563       |
|                    |                 | Singapore       | -.4586                  | .9738       |
|                    |                 | Spain           | -.8408                  | 1.1626      |
|                    |                 | Switzerland     | -.6581                  | .9447       |
| Turkey             | -.8652          | .6979           |                         |             |
| Venezuela          | -.9371          | .6608           |                         |             |
|                    | France          | America         | -.9707                  | .0787       |
|                    |                 | Argentina       | -1.2880                 | .2198       |
|                    |                 | Australia       | -1.2444                 | .6797       |
|                    |                 | Brazil          | -1.0171                 | .1890       |
|                    |                 | GB              | -.7967                  | .3674       |
|                    |                 | Canada          | -1.1296                 | .4967       |
|                    |                 | China           | -1.2212                 | .6498       |
|                    |                 | Netherlands     | -.9933                  | .3163       |
|                    |                 | Philippines     | -1.2690                 | .2609       |
|                    |                 | Germany         | -1.0446                 | .4243       |
|                    |                 | India           | -1.1455                 | .3421       |
|                    |                 | Indonesia       | -1.0214                 | .8842       |
|                    |                 | Japan           | -.4766                  | .7740       |
|                    |                 | Malaysia        | -1.1399                 | .4272       |
|                    |                 | Mexico          | -1.0545                 | .5407       |
|                    |                 | Poland          | -.8651                  | .6374       |
|                    |                 | Russia          | -1.2544                 | .4067       |
|                    |                 | Singapore       | -.9061                  | .4132       |
|                    |                 | Spain           | -1.3052                 | .6189       |
|                    |                 | Switzerland     | -1.1120                 | .3906       |
| Turkey             | -1.3178         | .1424           |                         |             |
| Venezuela          | -1.3909         | .1065           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | Germany         | America         | -.6903                  | .4186       |
|                    |                 | Argentina       | -.9989                  | .5509       |
|                    |                 | Australia       | -.9508                  | 1.0064      |
|                    |                 | Brazil          | -.7330                  | .5252       |
|                    |                 | GB              | -.5135                  | .7045       |
|                    |                 | Canada          | -.8390                  | .8263       |
|                    |                 | China           | -.9281                  | .9769       |
|                    |                 | Netherlands     | -.7072                  | .6504       |
|                    |                 | Philippines     | -.9795                  | .5917       |
|                    |                 | France          | -.4243                  | 1.0446      |
|                    |                 | India           | -.8566                  | .6735       |
|                    |                 | Indonesia       | -.7280                  | 1.2111      |
|                    |                 | Japan           | -.1916                  | 1.1093      |
|                    |                 | Malaysia        | -.8500                  | .7575       |
|                    |                 | Mexico          | -.7642                  | .8707       |
|                    |                 | Poland          | -.5760                  | .9686       |
|                    |                 | Russia          | -.9634                  | .7359       |
|                    |                 | Singapore       | -.6199                  | .7472       |
|                    |                 | Spain           | -1.0116                 | .9456       |
|                    |                 | Switzerland     | -.8229                  | .7218       |
| Turkey             | -1.0293         | .4742           |                         |             |
| Venezuela          | -1.1019         | .4378           |                         |             |
|                    | India           | America         | -.6110                  | .5224       |
|                    |                 | Argentina       | -.9162                  | .6513       |
|                    |                 | Australia       | -.8663                  | 1.1050      |
|                    |                 | Brazil          | -.6523                  | .6276       |
|                    |                 | GB              | -.4332                  | .8072       |
|                    |                 | Canada          | -.7556                  | .9261       |
|                    |                 | China           | -.8437                  | 1.0757      |
|                    |                 | Netherlands     | -.6258                  | .7521       |
|                    |                 | Philippines     | -.8967                  | .6920       |
|                    |                 | France          | -.3421                  | 1.1455      |
|                    |                 | Germany         | -.6735                  | .8566       |
|                    |                 | Indonesia       | -.6435                  | 1.3097      |
|                    |                 | Japan           | -.1106                  | 1.2113      |
|                    |                 | Malaysia        | -.7670                  | .8576       |
|                    |                 | Mexico          | -.6810                  | .9706       |
|                    |                 | Poland          | -.4934                  | 1.0690      |
|                    |                 | Russia          | -.8799                  | .8355       |
|                    |                 | Singapore       | -.5383                  | .8487       |
|                    |                 | Spain           | -.9271                  | 1.0441      |
|                    |                 | Switzerland     | -.7402                  | .8222       |
| Turkey             | -.9468          | .5748           |                         |             |
| Venezuela          | -1.0193         | .5382           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | Indonesia       | America         | -1.1995                 | .4447       |
|                    |                 | Argentina       | -1.4499                 | .5188       |
|                    |                 | Australia       | -1.3653                 | .9378       |
|                    |                 | Brazil          | -1.2196                 | .5288       |
|                    |                 | GB              | -1.0059                 | .7138       |
|                    |                 | Canada          | -1.2783                 | .7826       |
|                    |                 | China           | -1.3466                 | .9124       |
|                    |                 | Netherlands     | -1.1806                 | .6407       |
|                    |                 | Philippines     | -1.4283                 | .5574       |
|                    |                 | France          | -.8842                  | 1.0214      |
|                    |                 | Germany         | -1.2111                 | .7280       |
|                    |                 | India           | -1.3097                 | .6435       |
|                    |                 | Japan           | -.6724                  | 1.1070      |
|                    |                 | Malaysia        | -1.2950                 | .7195       |
|                    |                 | Mexico          | -1.2064                 | .8299       |
|                    |                 | Poland          | -1.0276                 | .9371       |
|                    |                 | Russia          | -1.3995                 | .6889       |
|                    |                 | Singapore       | -1.0920                 | .7363       |
|                    |                 | Spain           | -1.4261                 | .8770       |
|                    |                 | Switzerland     | -1.2744                 | .6902       |
| Turkey             | -1.4853         | .4471           |                         |             |
| Venezuela          | -1.5540         | .4068           |                         |             |
|                    | Japan           | America         | -.9934                  | -.1959      |
|                    |                 | Argentina       | -1.3551                 | -.0105      |
|                    |                 | Australia       | -1.3306                 | .4686       |
|                    |                 | Brazil          | -1.0601                 | -.0654      |
|                    |                 | GB              | -.8350                  | .1084       |
|                    |                 | Canada          | -1.2033                 | .2730       |
|                    |                 | China           | -1.3055                 | .4367       |
|                    |                 | Netherlands     | -1.0462                 | .0717       |
|                    |                 | Philippines     | -1.3374                 | .0320       |
|                    |                 | France          | -.7740                  | .4766       |
|                    |                 | Germany         | -1.1093                 | .1916       |
|                    |                 | India           | -1.2113                 | .1106       |
|                    |                 | Indonesia       | -1.1070                 | .6724       |
|                    |                 | Malaysia        | -1.2105                 | .2004       |
|                    |                 | Mexico          | -1.1265                 | .3154       |
|                    |                 | Poland          | -.9319                  | .4069       |
|                    |                 | Russia          | -1.3298                 | .1847       |
|                    |                 | Singapore       | -.9598                  | .1695       |
|                    |                 | Spain           | -1.3914                 | .4078       |
|                    |                 | Switzerland     | -1.1788                 | .1600       |
| Turkey             | -1.3819         | -.0909          |                         |             |
| Venezuela          | -1.4574         | -.1243          |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 19 Team Building   | Malaysia        | America         | -.7076                  | .5284       |        |
|                    |                 | Argentina       | -.9993                  | .6438       |        |
|                    |                 | Australia       | -.9419                  | 1.0900      |        |
|                    |                 | Brazil          | -.7434                  | .6281       |        |
|                    |                 | GB              | -.5257                  | .8091       |        |
|                    |                 | Canada          | -.8364                  | .9162       |        |
|                    |                 | China           | -.9202                  | 1.0615      |        |
|                    |                 | Netherlands     | -.7139                  | .7495       |        |
|                    |                 | Philippines     | -.9794                  | .6840       |        |
|                    |                 | France          | -.4272                  | 1.1399      |        |
|                    |                 | Germany         | -.7575                  | .8500       |        |
|                    |                 | India           | -.8576                  | .7670       |        |
|                    |                 | Indonesia       | -.7195                  | 1.2950      |        |
|                    |                 | Japan           | -.2004                  | 1.2105      |        |
|                    |                 | Mexico          | -.7623                  | .9613       |        |
|                    |                 | Poland          | -.5766                  | 1.0617      |        |
|                    |                 | Russia          | -.9599                  | .8249       |        |
|                    |                 | Singapore       | -.6262                  | .8459       |        |
|                    |                 | Spain           | -1.0028                 | 1.0292      |        |
|                    | Switzerland     | -.8235          | .8148                   |             |        |
|                    | Turkey          | -1.0311         | .5685                   |             |        |
|                    | Venezuela       | -1.1027         | .5310                   |             |        |
|                    |                 | Mexico          | America                 | -.8248      | .4466  |
|                    |                 |                 | Argentina               | -1.1122     | .5577  |
|                    |                 |                 | Australia               | -1.0523     | 1.0014 |
|                    |                 |                 | Brazil                  | -.8589      | .5446  |
|                    |                 |                 | GB                      | -.6416      | .7260  |
|                    |                 |                 | Canada                  | -.9484      | .8292  |
|                    |                 |                 | China                   | -1.0308     | .9731  |
|                    |                 |                 | Netherlands             | -.8283      | .6650  |
|                    |                 |                 | Philippines             | -1.0921     | .5978  |
|                    |                 |                 | France                  | -.5407      | 1.0545 |
|                    |                 |                 | Germany                 | -.8707      | .7642  |
|                    | India           |                 | -.9706                  | .6810       |        |
|                    | Indonesia       |                 | -.8299                  | 1.2064      |        |
|                    | Japan           |                 | -.3154                  | 1.1265      |        |
|                    | Malaysia        | -.9613          | .7623                   |             |        |
|                    | Poland          | -.6896          | .9756                   |             |        |
|                    | Russia          | -1.0718         | .7378                   |             |        |
|                    | Singapore       | -.7406          | .7613                   |             |        |
|                    | Spain           | -1.1131         | .9405                   |             |        |
|                    | Switzerland     | -.9364          | .7288                   |             |        |
|                    | Turkey          | -1.1443         | .4827                   |             |        |
|                    | Venezuela       | -1.2156         | .4450                   |             |        |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | Poland          | America         | -.9087                  | .2444       |
|                    |                 | Argentina       | -1.2111                 | .3706       |
|                    |                 | Australia       | -1.1598                 | .8228       |
|                    |                 | Brazil          | -.9489                  | .3485       |
|                    |                 | GB              | -.7300                  | .5284       |
|                    |                 | Canada          | -1.0501                 | .6449       |
|                    |                 | China           | -1.1374                 | .7937       |
|                    |                 | Netherlands     | -.9217                  | .4723       |
|                    |                 | Philippines     | -1.1916                 | .4112       |
|                    |                 | France          | -.6374                  | .8651       |
|                    |                 | Germany         | -.9686                  | .5760       |
|                    |                 | India           | -1.0690                 | .4934       |
|                    |                 | Indonesia       | -.9371                  | 1.0276      |
|                    |                 | Japan           | -.4069                  | .9319       |
|                    |                 | Malaysia        | -1.0617                 | .5766       |
|                    |                 | Mexico          | -.9756                  | .6896       |
|                    |                 | Russia          | -1.1743                 | .5542       |
|                    |                 | Singapore       | -.8342                  | .5689       |
|                    |                 | Spain           | -1.2206                 | .7620       |
|                    |                 | Switzerland     | -1.0352                 | .5415       |
| Turkey             | -1.2420         | .2943           |                         |             |
| Venezuela          | -1.3143         | .2576           |                         |             |
|                    | Russia          | America         | -.6987                  | .6545       |
|                    |                 | Argentina       | -.9768                  | .7562       |
|                    |                 | Australia       | -.9111                  | 1.1942      |
|                    |                 | Brazil          | -.7292                  | .7489       |
|                    |                 | GB              | -.5128                  | .9312       |
|                    |                 | Canada          | -.8111                  | 1.0259      |
|                    |                 | China           | -.8903                  | 1.1666      |
|                    |                 | Netherlands     | -.6965                  | .8671       |
|                    |                 | Philippines     | -.9563                  | .7960       |
|                    |                 | France          | -.4067                  | 1.2544      |
|                    |                 | Germany         | -.7359                  | .9634       |
|                    |                 | India           | -.8355                  | .8799       |
|                    |                 | Indonesia       | -.6889                  | 1.3995      |
|                    |                 | Japan           | -.1847                  | 1.3298      |
|                    |                 | Malaysia        | -.8249                  | .9599       |
|                    |                 | Mexico          | -.7378                  | 1.0718      |
|                    |                 | Poland          | -.5542                  | 1.1743      |
|                    |                 | Singapore       | -.6085                  | .9633       |
|                    |                 | Spain           | -.9719                  | 1.1334      |
|                    |                 | Switzerland     | -.8011                  | .9274       |
| Turkey             | -1.0097         | .6821           |                         |             |
| Venezuela          | -1.0803         | .6437           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 19 Team Building   | Singapore       | America         | -.6502                  | .2512       |        |
|                    |                 | Argentina       | -.9920                  | .4167       |        |
|                    |                 | Australia       | -.9596                  | .8879       |        |
|                    |                 | Brazil          | -.7074                  | .3723       |        |
|                    |                 | GB              | -.4845                  | .5482       |        |
|                    |                 | Canada          | -.8374                  | .6975       |        |
|                    |                 | China           | -.9353                  | .8569       |        |
|                    |                 | Netherlands     | -.6892                  | .5051       |        |
|                    |                 | Philippines     | -.9738                  | .4586       |        |
|                    |                 | France          | -.4132                  | .9061       |        |
|                    |                 | Germany         | -.7472                  | .6199       |        |
|                    |                 | India           | -.8487                  | .5383       |        |
|                    |                 | Indonesia       | -.7363                  | 1.0920      |        |
|                    |                 | Japan           | -.1695                  | .9598       |        |
|                    |                 | Malaysia        | -.8459                  | .6262       |        |
|                    |                 | Mexico          | -.7613                  | .7406       |        |
|                    |                 | Poland          | -.5689                  | .8342       |        |
|                    |                 | Russia          | -.9633                  | .6085       |        |
|                    |                 | Spain           | -1.0204                 | .8271       |        |
|                    | Switzerland     | -.8158          | .5873                   |             |        |
|                    | Turkey          | -1.0200         | .3376                   |             |        |
|                    | Venezuela       | -1.0946         | .3031                   |             |        |
|                    |                 | Spain           | America                 | -.9356      | .7300  |
|                    |                 |                 | Argentina               | -1.1843     | .8023  |
|                    |                 |                 | Australia               | -1.0984     | 1.2200 |
|                    |                 |                 | Brazil                  | -.9551      | .8134  |
|                    |                 |                 | GB                      | -.7416      | .9986  |
|                    |                 |                 | Canada                  | -1.0123     | 1.0657 |
|                    |                 |                 | China                   | -1.0799     | 1.1947 |
|                    |                 |                 | Netherlands             | -.9157      | .9249  |
|                    |                 |                 | Philippines             | -1.1626     | .8408  |
|                    | France          |                 | -.6189                  | 1.3052      |        |
|                    | Germany         |                 | -.9456                  | 1.0116      |        |
|                    | India           |                 | -1.0441                 | .9271       |        |
|                    | Indonesia       | -.8770          | 1.4261                  |             |        |
|                    | Japan           | -.4078          | 1.3914                  |             |        |
|                    | Malaysia        | -1.0292         | 1.0028                  |             |        |
|                    | Mexico          | -.9405          | 1.1131                  |             |        |
|                    | Poland          | -.7620          | 1.2206                  |             |        |
|                    | Russia          | -1.1334         | .9719                   |             |        |
|                    | Singapore       | -.8271          | 1.0204                  |             |        |
|                    | Switzerland     | -1.0089         | .9737                   |             |        |
|                    | Turkey          | -1.2198         | .7308                   |             |        |
|                    | Venezuela       | -1.2884         | .6903                   |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | Switzerland     | America         | -.6618                  | .4913       |
|                    |                 | Argentina       | -.9643                  | .6174       |
|                    |                 | Australia       | -.9129                  | 1.0697      |
|                    |                 | Brazil          | -.7020                  | .5953       |
|                    |                 | GB              | -.4831                  | .7753       |
|                    |                 | Canada          | -.8033                  | .8918       |
|                    |                 | China           | -.8905                  | 1.0405      |
|                    |                 | Netherlands     | -.6748                  | .7192       |
|                    |                 | Philippines     | -.9447                  | .6581       |
|                    |                 | France          | -.3906                  | 1.1120      |
|                    |                 | Germany         | -.7218                  | .8229       |
|                    |                 | India           | -.8222                  | .7402       |
|                    |                 | Indonesia       | -.6902                  | 1.2744      |
|                    |                 | Japan           | -.1600                  | 1.1788      |
|                    |                 | Malaysia        | -.8148                  | .8235       |
|                    |                 | Mexico          | -.7288                  | .9364       |
|                    |                 | Poland          | -.5415                  | 1.0352      |
|                    |                 | Russia          | -.9274                  | .8011       |
|                    |                 | Singapore       | -.5873                  | .8158       |
|                    |                 | Spain           | -.9737                  | 1.0089      |
| Turkey             | -.9951          | .5412           |                         |             |
| Venezuela          | -1.0674         | .5044           |                         |             |
|                    | Turkey          | America         | -.4069                  | .6903       |
|                    |                 | Argentina       | -.7172                  | .8243       |
|                    |                 | Australia       | -.6700                  | 1.2807      |
|                    |                 | Brazil          | -.4503                  | .7976       |
|                    |                 | GB              | -.2307                  | .9767       |
|                    |                 | Canada          | -.5576                  | 1.1000      |
|                    |                 | China           | -.6472                  | 1.2511      |
|                    |                 | Netherlands     | -.4249                  | .9232       |
|                    |                 | Philippines     | -.6979                  | .8652       |
|                    |                 | France          | -.1424                  | 1.3178      |
|                    |                 | Germany         | -.4742                  | 1.0293      |
|                    |                 | India           | -.5748                  | .9468       |
|                    |                 | Indonesia       | -.4471                  | 1.4853      |
|                    |                 | Japan           | .0909                   | 1.3819      |
|                    |                 | Malaysia        | -.5685                  | 1.0311      |
|                    |                 | Mexico          | -.4827                  | 1.1443      |
|                    |                 | Poland          | -.2943                  | 1.2420      |
|                    |                 | Russia          | -.6821                  | 1.0097      |
|                    |                 | Singapore       | -.3376                  | 1.0200      |
|                    |                 | Spain           | -.7308                  | 1.2198      |
| Switzerland        | -.5412          | .9951           |                         |             |
| Venezuela          | -.8202          | .7112           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 19 Team Building   | Venezuela       | America         | -.3770                  | .7694       |
|                    |                 | Argentina       | -.6804                  | .8965       |
|                    |                 | Australia       | -.6295                  | 1.3492      |
|                    |                 | Brazil          | -.4175                  | .8739       |
|                    |                 | GB              | -.1986                  | 1.0537      |
|                    |                 | Canada          | -.5195                  | 1.1710      |
|                    |                 | China           | -.6071                  | 1.3200      |
|                    |                 | Netherlands     | -.3906                  | .9979       |
|                    |                 | Philippines     | -.6608                  | .9371       |
|                    |                 | France          | -.1065                  | 1.3909      |
|                    |                 | Germany         | -.4378                  | 1.1019      |
|                    |                 | India           | -.5382                  | 1.0193      |
|                    |                 | Indonesia       | -.4068                  | 1.5540      |
|                    |                 | Japan           | .1243                   | 1.4574      |
|                    |                 | Malaysia        | -.5310                  | 1.1027      |
|                    |                 | Mexico          | -.4450                  | 1.2156      |
|                    |                 | Poland          | -.2576                  | 1.3143      |
| Russia             | -.6437          | 1.0803          |                         |             |
| Singapore          | -.3031          | 1.0946          |                         |             |
| Spain              | -.6903          | 1.2884          |                         |             |
| Switzerland        | -.5044          | 1.0674          |                         |             |
| Turkey             | -.7112          | .8202           |                         |             |
| 20 Calm            | America         | Argentina       | -.3440                  | 1.0070      |
|                    |                 | Australia       | -1.1093                 | .8308       |
|                    |                 | Brazil          | -.1208                  | .7245       |
|                    |                 | GB              | -.1409                  | .6203       |
|                    |                 | Canada          | -.7148                  | .8114       |
|                    |                 | China           | -.8189                  | 1.0494      |
|                    |                 | Netherlands     | -.5058                  | .5274       |
|                    |                 | Philippines     | -.6469                  | .7374       |
|                    |                 | France          | -.4534                  | .7690       |
|                    |                 | Germany         | -.8591                  | .4325       |
|                    |                 | India           | -.5519                  | .7684       |
|                    |                 | Indonesia       | -.3116                  | 1.6036      |
|                    |                 | Japan           | -.3607                  | .5682       |
|                    |                 | Malaysia        | -.5865                  | .8533       |
|                    |                 | Mexico          | -.6931                  | .7878       |
|                    |                 | Poland          | -.4646                  | .8785       |
|                    |                 | Russia          | -1.0076                 | .5686       |
| Singapore          | -.3787          | .6712           |                         |             |
| Spain              | -.6588          | 1.2813          |                         |             |
| Switzerland        | -.4855          | .8577           |                         |             |
| Turkey             | -.6221          | .6560           |                         |             |
| Venezuela          | -.6316          | .7037           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Argentina       | America         | -1.0070                 | .3440       |
|                    |                 | Australia       | -1.6277                 | .6862       |
|                    |                 | Brazil          | -.7887                  | .7294       |
|                    |                 | GB              | -.8283                  | .6447       |
|                    |                 | Canada          | -1.2731                 | .7067       |
|                    |                 | China           | -1.3433                 | .9108       |
|                    |                 | Netherlands     | -1.1359                 | .4944       |
|                    |                 | Philippines     | -1.2225                 | .6501       |
|                    |                 | France          | -1.0519                 | .7044       |
|                    |                 | Germany         | -1.4474                 | .3578       |
|                    |                 | India           | -1.1361                 | .6896       |
|                    |                 | Indonesia       | -.8321                  | 1.4610      |
|                    |                 | Japan           | -1.0109                 | .5554       |
|                    |                 | Malaysia        | -1.1551                 | .7588       |
|                    |                 | Mexico          | -1.2567                 | .6884       |
|                    |                 | Poland          | -1.0458                 | .7966       |
|                    |                 | Russia          | -1.5603                 | .4583       |
|                    |                 | Singapore       | -1.0057                 | .6352       |
|                    |                 | Spain           | -1.1773                 | 1.1367      |
|                    |                 | Switzerland     | -1.0666                 | .7758       |
| Turkey             | -1.2123         | .5832           |                         |             |
| Venezuela          | -1.2138         | .6229           |                         |             |
|                    | Australia       | America         | -.8308                  | 1.1093      |
|                    |                 | Argentina       | -.6862                  | 1.6277      |
|                    |                 | Brazil          | -.5889                  | 1.4711      |
|                    |                 | GB              | -.6345                  | 1.3924      |
|                    |                 | Canada          | -1.0226                 | 1.3977      |
|                    |                 | China           | -1.0702                 | 1.5792      |
|                    |                 | Netherlands     | -.9219                  | 1.2220      |
|                    |                 | Philippines     | -.9822                  | 1.3513      |
|                    |                 | France          | -.8236                  | 1.4176      |
|                    |                 | Germany         | -1.2139                 | 1.0658      |
|                    |                 | India           | -.9005                  | 1.3955      |
|                    |                 | Indonesia       | -.5561                  | 2.1265      |
|                    |                 | Japan           | -.8048                  | 1.2908      |
|                    |                 | Malaysia        | -.9108                  | 1.4560      |
|                    |                 | Mexico          | -1.0095                 | 1.3826      |
|                    |                 | Poland          | -.8085                  | 1.5008      |
|                    |                 | Russia          | -1.3064                 | 1.1458      |
|                    |                 | Singapore       | -.7905                  | 1.3615      |
|                    |                 | Spain           | -.8998                  | 1.8007      |
|                    |                 | Switzerland     | -.8293                  | 1.4800      |
| Turkey             | -.9798          | 1.2922          |                         |             |
| Venezuela          | -.9771          | 1.3277          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Brazil          | America         | -.7245                  | .1208       |
|                    |                 | Argentina       | -.7294                  | .7887       |
|                    |                 | Australia       | -1.4711                 | .5889       |
|                    |                 | GB              | -.5767                  | .4524       |
|                    |                 | Canada          | -1.0915                 | .5844       |
|                    |                 | China           | -1.1828                 | .8096       |
|                    |                 | Netherlands     | -.9129                  | .3309       |
|                    |                 | Philippines     | -1.0305                 | .5173       |
|                    |                 | France          | -.8465                  | .5584       |
|                    |                 | Germany         | -1.2479                 | .2176       |
|                    |                 | India           | -.9390                  | .5518       |
|                    |                 | Indonesia       | -.6741                  | 1.3624      |
|                    |                 | Japan           | -.7774                  | .3812       |
|                    |                 | Malaysia        | -.9673                  | .6303       |
|                    |                 | Mexico          | -1.0719                 | .5629       |
|                    |                 | Poland          | -.8505                  | .6606       |
|                    |                 | Russia          | -1.3822                 | .3394       |
|                    |                 | Singapore       | -.7844                  | .4733       |
|                    |                 | Spain           | -1.0206                 | 1.0393      |
|                    |                 | Switzerland     | -.8713                  | .6398       |
| Turkey             | -1.0117         | .4419           |                         |             |
| Venezuela          | -1.0179         | .4863           |                         |             |
|                    | GB              | America         | -.6203                  | .1409       |
|                    |                 | Argentina       | -.6447                  | .8283       |
|                    |                 | Australia       | -1.3924                 | .6345       |
|                    |                 | Brazil          | -.4524                  | .5767       |
|                    |                 | Canada          | -1.0090                 | .6262       |
|                    |                 | China           | -1.1036                 | .8547       |
|                    |                 | Netherlands     | -.8231                  | .3653       |
|                    |                 | Philippines     | -.9462                  | .5574       |
|                    |                 | France          | -.7599                  | .5961       |
|                    |                 | Germany         | -1.1623                 | .2564       |
|                    |                 | India           | -.8539                  | .5910       |
|                    |                 | Indonesia       | -.5953                  | 1.4078      |
|                    |                 | Japan           | -.6854                  | .4135       |
|                    |                 | Malaysia        | -.8837                  | .6711       |
|                    |                 | Mexico          | -.9889                  | .6041       |
|                    |                 | Poland          | -.7656                  | .7001       |
|                    |                 | Russia          | -1.3002                 | .3818       |
|                    |                 | Singapore       | -.6948                  | .5080       |
|                    |                 | Spain           | -.9419                  | 1.0850      |
|                    |                 | Switzerland     | -.7865                  | .6793       |
| Turkey             | -.9259          | .4805           |                         |             |
| Venezuela          | -.9330          | .5257           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Canada          | America         | -.8114                  | .7148       |
|                    |                 | Argentina       | -.7067                  | 1.2731      |
|                    |                 | Australia       | -1.3977                 | 1.0226      |
|                    |                 | Brazil          | -.5844                  | 1.0915      |
|                    |                 | GB              | -.6262                  | 1.0090      |
|                    |                 | China           | -1.1147                 | 1.2485      |
|                    |                 | Netherlands     | -.9266                  | .8516       |
|                    |                 | Philippines     | -1.0044                 | .9983       |
|                    |                 | France          | -.8377                  | 1.0566      |
|                    |                 | Germany         | -1.2315                 | .7083       |
|                    |                 | India           | -.9195                  | 1.0394      |
|                    |                 | Indonesia       | -.6026                  | 1.7979      |
|                    |                 | Japan           | -.8044                  | .9152       |
|                    |                 | Malaysia        | -.9356                  | 1.1057      |
|                    |                 | Mexico          | -1.0363                 | 1.0343      |
|                    |                 | Poland          | -.8286                  | 1.1458      |
|                    |                 | Russia          | -1.3377                 | .8020       |
|                    |                 | Singapore       | -.7960                  | .9919       |
|                    |                 | Spain           | -.9473                  | 1.4731      |
|                    |                 | Switzerland     | -.8494                  | 1.1250      |
| Turkey             | -.9967          | .9340           |                         |             |
| Venezuela          | -.9968          | .9723           |                         |             |
|                    | China           | America         | -1.0494                 | .8189       |
|                    |                 | Argentina       | -.9108                  | 1.3433      |
|                    |                 | Australia       | -1.5792                 | 1.0702      |
|                    |                 | Brazil          | -.8096                  | 1.1828      |
|                    |                 | GB              | -.8547                  | 1.1036      |
|                    |                 | Canada          | -1.2485                 | 1.1147      |
|                    |                 | Netherlands     | -1.1441                 | .9351       |
|                    |                 | Philippines     | -1.2071                 | 1.0671      |
|                    |                 | France          | -1.0472                 | 1.1322      |
|                    |                 | Germany         | -1.4380                 | .7809       |
|                    |                 | India           | -1.1249                 | 1.1108      |
|                    |                 | Indonesia       | -.7849                  | 1.8463      |
|                    |                 | Japan           | -1.0262                 | 1.0032      |
|                    |                 | Malaysia        | -1.1360                 | 1.1723      |
|                    |                 | Mexico          | -1.2351                 | 1.0992      |
|                    |                 | Poland          | -1.0330                 | 1.2163      |
|                    |                 | Russia          | -1.5327                 | .8631       |
|                    |                 | Singapore       | -1.0127                 | 1.0748      |
|                    |                 | Spain           | -1.1287                 | 1.5206      |
|                    |                 | Switzerland     | -1.0538                 | 1.1955      |
| Turkey             | -1.2038         | 1.0072          |                         |             |
| Venezuela          | -1.2015         | 1.0431          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Netherlands     | America         | -.5274                  | .5058       |
|                    |                 | Argentina       | -.4944                  | 1.1359      |
|                    |                 | Australia       | -1.2220                 | .9219       |
|                    |                 | Brazil          | -.3309                  | .9129       |
|                    |                 | GB              | -.3653                  | .8231       |
|                    |                 | Canada          | -.8516                  | .9266       |
|                    |                 | China           | -.9351                  | 1.1441      |
|                    |                 | Philippines     | -.7945                  | .8635       |
|                    |                 | France          | -.6157                  | .9097       |
|                    |                 | Germany         | -1.0148                 | .5666       |
|                    |                 | India           | -.7050                  | .8999       |
|                    |                 | Indonesia       | -.4256                  | 1.6959      |
|                    |                 | Japan           | -.5581                  | .7440       |
|                    |                 | Malaysia        | -.7297                  | .9748       |
|                    |                 | Mexico          | -.8332                  | .9062       |
|                    |                 | Poland          | -.6157                  | 1.0080      |
|                    |                 | Russia          | -1.1410                 | .6803       |
|                    |                 | Singapore       | -.5600                  | .8310       |
|                    |                 | Spain           | -.7716                  | 1.3724      |
|                    |                 | Switzerland     | -.6366                  | .9872       |
| Turkey             | -.7790          | .7913           |                         |             |
| Venezuela          | -.7834          | .8339           |                         |             |
|                    | Philippines     | America         | -.7374                  | .6469       |
|                    |                 | Argentina       | -.6501                  | 1.2225      |
|                    |                 | Australia       | -1.3513                 | .9822       |
|                    |                 | Brazil          | -.5173                  | 1.0305      |
|                    |                 | GB              | -.5574                  | .9462       |
|                    |                 | Canada          | -.9983                  | 1.0044      |
|                    |                 | China           | -1.0671                 | 1.2071      |
|                    |                 | Netherlands     | -.8635                  | .7945       |
|                    |                 | France          | -.7785                  | 1.0035      |
|                    |                 | Germany         | -1.1736                 | .6566       |
|                    |                 | India           | -.8623                  | .9882       |
|                    |                 | Indonesia       | -.5557                  | 1.7571      |
|                    |                 | Japan           | -.7390                  | .8560       |
|                    |                 | Malaysia        | -.8807                  | 1.0569      |
|                    |                 | Mexico          | -.9821                  | .9862       |
|                    |                 | Poland          | -.7718                  | 1.0951      |
|                    |                 | Russia          | -1.2853                 | .7557       |
|                    |                 | Singapore       | -.7332                  | .9352       |
|                    |                 | Spain           | -.9008                  | 1.4327      |
|                    |                 | Switzerland     | -.7926                  | 1.0743      |
| Turkey             | -.9386          | .8820           |                         |             |
| Venezuela          | -.9399          | .9214           |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | France          | America         | -.7690                  | .4534       |
|                    |                 | Argentina       | -.7044                  | 1.0519      |
|                    |                 | Australia       | -1.4176                 | .8236       |
|                    |                 | Brazil          | -.5584                  | .8465       |
|                    |                 | GB              | -.5961                  | .7599       |
|                    |                 | Canada          | -1.0566                 | .8377       |
|                    |                 | China           | -1.1322                 | 1.0472      |
|                    |                 | Netherlands     | -.9097                  | .6157       |
|                    |                 | Philippines     | -1.0035                 | .7785       |
|                    |                 | Germany         | -1.2265                 | .4844       |
|                    |                 | India           | -.9159                  | .8168       |
|                    |                 | Indonesia       | -.6217                  | 1.5980      |
|                    |                 | Japan           | -.7824                  | .6743       |
|                    |                 | Malaysia        | -.9371                  | .8883       |
|                    |                 | Mexico          | -1.0395                 | .8186       |
|                    |                 | Poland          | -.8259                  | .9242       |
|                    |                 | Russia          | -1.3447                 | .5901       |
|                    |                 | Singapore       | -.7798                  | .7569       |
|                    |                 | Spain           | -.9672                  | 1.2740      |
|                    |                 | Switzerland     | -.8468                  | .9034       |
| Turkey             | -.9912          | .7095           |                         |             |
| Venezuela          | -.9938          | .7504           |                         |             |
|                    | Germany         | America         | -.4325                  | .8591       |
|                    |                 | Argentina       | -.3578                  | 1.4474      |
|                    |                 | Australia       | -1.0658                 | 1.2139      |
|                    |                 | Brazil          | -.2176                  | 1.2479      |
|                    |                 | GB              | -.2564                  | 1.1623      |
|                    |                 | Canada          | -.7083                  | 1.2315      |
|                    |                 | China           | -.7809                  | 1.4380      |
|                    |                 | Netherlands     | -.5666                  | 1.0148      |
|                    |                 | Philippines     | -.6566                  | 1.1736      |
|                    |                 | France          | -.4844                  | 1.2265      |
|                    |                 | India           | -.5696                  | 1.2126      |
|                    |                 | Indonesia       | -.2700                  | 1.9885      |
|                    |                 | Japan           | -.4406                  | 1.0747      |
|                    |                 | Malaysia        | -.5896                  | 1.2829      |
|                    |                 | Mexico          | -.6916                  | 1.2127      |
|                    |                 | Poland          | -.4794                  | 1.3198      |
|                    |                 | Russia          | -.9959                  | .9834       |
|                    |                 | Singapore       | -.4366                  | 1.1557      |
|                    |                 | Spain           | -.6154                  | 1.6643      |
|                    |                 | Switzerland     | -.5002                  | 1.2990      |
| Turkey             | -.6454          | 1.1058          |                         |             |
| Venezuela          | -.6474          | 1.1460          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |       |
|--------------------|-----------------|-----------------|-------------------------|-------------|-------|
|                    |                 |                 | Lower Bound             | Upper Bound |       |
| 20 Calm            | India           | America         | -.7684                  | .5519       |       |
|                    |                 | Argentina       | -.6896                  | 1.1361      |       |
|                    |                 | Australia       | -1.3955                 | .9005       |       |
|                    |                 | Brazil          | -.5518                  | .9390       |       |
|                    |                 | GB              | -.5910                  | .8539       |       |
|                    |                 | Canada          | -1.0394                 | .9195       |       |
|                    |                 | China           | -1.1108                 | 1.1249      |       |
|                    |                 | Netherlands     | -.8999                  | .7050       |       |
|                    |                 | Philippines     | -.9882                  | .8623       |       |
|                    |                 | France          | -.8168                  | .9159       |       |
|                    |                 | Germany         | -1.2126                 | .5696       |       |
|                    |                 | Indonesia       | -.5998                  | 1.6753      |       |
|                    |                 | Japan           | -.7744                  | .7654       |       |
|                    |                 | Malaysia        | -.9210                  | .9713       |       |
|                    |                 | Mexico          | -1.0228                 | .9010       |       |
|                    |                 | Poland          | -.8112                  | 1.0086      |       |
|                    |                 | Russia          | -1.3268                 | .6713       |       |
|                    |                 | Singapore       | -.7698                  | .8459       |       |
|                    |                 | Spain           | -.9451                  | 1.3510      |       |
|                    |                 | Switzerland     | -.8321                  | .9878       |       |
|                    | Turkey          | -.9775          | .7949                   |             |       |
|                    | Venezuela       | -.9793          | .8349                   |             |       |
|                    |                 | Indonesia       | America                 | -1.6036     | .3116 |
|                    |                 |                 | Argentina               | -1.4610     | .8321 |
|                    |                 |                 | Australia               | -2.1265     | .5561 |
|                    |                 |                 | Brazil                  | -1.3624     | .6741 |
|                    |                 |                 | GB                      | -1.4078     | .5953 |
|                    |                 |                 | Canada                  | -1.7979     | .6026 |
|                    |                 |                 | China                   | -1.8463     | .7849 |
|                    |                 |                 | Netherlands             | -1.6959     | .4256 |
|                    |                 |                 | Philippines             | -1.7571     | .5557 |
|                    |                 |                 | France                  | -1.5980     | .6217 |
|                    |                 |                 | Germany                 | -1.9885     | .2700 |
|                    | India           |                 | -1.6753                 | .5998       |       |
|                    | Japan           |                 | -1.5785                 | .4941       |       |
|                    | Malaysia        | -1.6858         | .6606                   |             |       |
|                    | Mexico          | -1.7846         | .5873                   |             |       |
|                    | Poland          | -1.5832         | .7052                   |             |       |
|                    | Russia          | -2.0818         | .3508                   |             |       |
|                    | Singapore       | -1.5645         | .5651                   |             |       |
|                    | Spain           | -1.6761         | 1.0066                  |             |       |
|                    | Switzerland     | -1.6041         | .6843                   |             |       |
|                    | Turkey          | -1.7544         | .4964                   |             |       |
|                    | Venezuela       | -1.7519         | .5320                   |             |       |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Japan           | America         | -.5682                  | .3607       |
|                    |                 | Argentina       | -.5554                  | 1.0109      |
|                    |                 | Australia       | -1.2908                 | .8048       |
|                    |                 | Brazil          | -.3812                  | .7774       |
|                    |                 | GB              | -.4135                  | .6854       |
|                    |                 | Canada          | -.9152                  | .8044       |
|                    |                 | China           | -1.0032                 | 1.0262      |
|                    |                 | Netherlands     | -.7440                  | .5581       |
|                    |                 | Philippines     | -.8560                  | .7390       |
|                    |                 | France          | -.6743                  | .7824       |
|                    |                 | Germany         | -1.0747                 | .4406       |
|                    |                 | India           | -.7654                  | .7744       |
|                    |                 | Indonesia       | -.4941                  | 1.5785      |
|                    |                 | Malaysia        | -.7921                  | .8513       |
|                    |                 | Mexico          | -.8962                  | .7834       |
|                    |                 | Poland          | -.6765                  | .8829       |
|                    |                 | Russia          | -1.2054                 | .5588       |
|                    |                 | Singapore       | -.6151                  | .7002       |
|                    |                 | Spain           | -.8404                  | 1.2553      |
|                    |                 | Switzerland     | -.6974                  | .8621       |
| Turkey             | -.8387          | .6651           |                         |             |
| Venezuela          | -.8441          | .7087           |                         |             |
|                    | Malaysia        | America         | -.8533                  | .5865       |
|                    |                 | Argentina       | -.7588                  | 1.1551      |
|                    |                 | Australia       | -1.4560                 | .9108       |
|                    |                 | Brazil          | -.6303                  | .9673       |
|                    |                 | GB              | -.6711                  | .8837       |
|                    |                 | Canada          | -1.1057                 | .9356       |
|                    |                 | China           | -1.1723                 | 1.1360      |
|                    |                 | Netherlands     | -.9748                  | .7297       |
|                    |                 | Philippines     | -1.0569                 | .8807       |
|                    |                 | France          | -.8883                  | .9371       |
|                    |                 | Germany         | -1.2829                 | .5896       |
|                    |                 | India           | -.9713                  | .9210       |
|                    |                 | Indonesia       | -.6606                  | 1.6858      |
|                    |                 | Japan           | -.8513                  | .7921       |
|                    |                 | Mexico          | -1.0899                 | .9178       |
|                    |                 | Poland          | -.8806                  | 1.0277      |
|                    |                 | Russia          | -1.3924                 | .6866       |
|                    |                 | Singapore       | -.8444                  | .8702       |
|                    |                 | Spain           | -1.0056                 | 1.3612      |
|                    |                 | Switzerland     | -.9015                  | 1.0069      |
| Turkey             | -1.0480         | .8151           |                         |             |
| Venezuela          | -1.0488         | .8541           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Mexico          | America         | -.7878                  | .6931       |
|                    |                 | Argentina       | -.6884                  | 1.2567      |
|                    |                 | Australia       | -1.3826                 | 1.0095      |
|                    |                 | Brazil          | -.5629                  | 1.0719      |
|                    |                 | GB              | -.6041                  | .9889       |
|                    |                 | Canada          | -1.0343                 | 1.0363      |
|                    |                 | China           | -1.0992                 | 1.2351      |
|                    |                 | Netherlands     | -.9062                  | .8332       |
|                    |                 | Philippines     | -.9862                  | .9821       |
|                    |                 | France          | -.8186                  | 1.0395      |
|                    |                 | Germany         | -1.2127                 | .6916       |
|                    |                 | India           | -.9010                  | 1.0228      |
|                    |                 | Indonesia       | -.5873                  | 1.7846      |
|                    |                 | Japan           | -.7834                  | .8962       |
|                    |                 | Malaysia        | -.9178                  | 1.0899      |
|                    |                 | Poland          | -.8102                  | 1.1294      |
|                    |                 | Russia          | -1.3207                 | .7870       |
|                    |                 | Singapore       | -.7757                  | .9737       |
|                    |                 | Spain           | -.9321                  | 1.4599      |
|                    |                 | Switzerland     | -.8310                  | 1.1086      |
| Turkey             | -.9779          | .9172           |                         |             |
| Venezuela          | -.9784          | .9558           |                         |             |
|                    | Poland          | America         | -.8785                  | .4646       |
|                    |                 | Argentina       | -.7966                  | 1.0458      |
|                    |                 | Australia       | -1.5008                 | .8085       |
|                    |                 | Brazil          | -.6606                  | .8505       |
|                    |                 | GB              | -.7001                  | .7656       |
|                    |                 | Canada          | -1.1458                 | .8286       |
|                    |                 | China           | -1.2163                 | 1.0330      |
|                    |                 | Netherlands     | -1.0080                 | .6157       |
|                    |                 | Philippines     | -1.0951                 | .7718       |
|                    |                 | France          | -.9242                  | .8259       |
|                    |                 | Germany         | -1.3198                 | .4794       |
|                    |                 | India           | -1.0086                 | .8112       |
|                    |                 | Indonesia       | -.7052                  | 1.5832      |
|                    |                 | Japan           | -.8829                  | .6765       |
|                    |                 | Malaysia        | -1.0277                 | .8806       |
|                    |                 | Mexico          | -1.1294                 | .8102       |
|                    |                 | Russia          | -1.4331                 | .5802       |
|                    |                 | Singapore       | -.8778                  | .7566       |
|                    |                 | Spain           | -1.0504                 | 1.2589      |
|                    |                 | Switzerland     | -.9391                  | .8974       |
| Turkey             | -1.0847         | .7048           |                         |             |
| Venezuela          | -1.0863         | .7445           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Russia          | America         | -.5686                  | 1.0076      |
|                    |                 | Argentina       | -.4583                  | 1.5603      |
|                    |                 | Australia       | -1.1458                 | 1.3064      |
|                    |                 | Brazil          | -.3394                  | 1.3822      |
|                    |                 | GB              | -.3818                  | 1.3002      |
|                    |                 | Canada          | -.8020                  | 1.3377      |
|                    |                 | China           | -.8631                  | 1.5327      |
|                    |                 | Netherlands     | -.6803                  | 1.1410      |
|                    |                 | Philippines     | -.7557                  | 1.2853      |
|                    |                 | France          | -.5901                  | 1.3447      |
|                    |                 | Germany         | -.9834                  | .9959       |
|                    |                 | India           | -.6713                  | 1.3268      |
|                    |                 | Indonesia       | -.3508                  | 2.0818      |
|                    |                 | Japan           | -.5588                  | 1.2054      |
|                    |                 | Malaysia        | -.6866                  | 1.3924      |
|                    |                 | Mexico          | -.7870                  | 1.3207      |
|                    |                 | Poland          | -.5802                  | 1.4331      |
|                    |                 | Singapore       | -.5496                  | 1.2812      |
|                    |                 | Spain           | -.6954                  | 1.7568      |
|                    |                 | Switzerland     | -.6010                  | 1.4123      |
| Turkey             | -.7488          | 1.2217          |                         |             |
| Venezuela          | -.7485          | 1.2596          |                         |             |
|                    | Singapore       | America         | -.6712                  | .3787       |
|                    |                 | Argentina       | -.6352                  | 1.0057      |
|                    |                 | Australia       | -1.3615                 | .7905       |
|                    |                 | Brazil          | -.4733                  | .7844       |
|                    |                 | GB              | -.5080                  | .6948       |
|                    |                 | Canada          | -.9919                  | .7960       |
|                    |                 | China           | -1.0748                 | 1.0127      |
|                    |                 | Netherlands     | -.8310                  | .5600       |
|                    |                 | Philippines     | -.9352                  | .7332       |
|                    |                 | France          | -.7569                  | .7798       |
|                    |                 | Germany         | -1.1557                 | .4366       |
|                    |                 | India           | -.8459                  | .7698       |
|                    |                 | Indonesia       | -.5651                  | 1.5645      |
|                    |                 | Japan           | -.7002                  | .6151       |
|                    |                 | Malaysia        | -.8702                  | .8444       |
|                    |                 | Mexico          | -.9737                  | .7757       |
|                    |                 | Poland          | -.7566                  | .8778       |
|                    |                 | Russia          | -1.2812                 | .5496       |
|                    |                 | Spain           | -.9111                  | 1.2409      |
|                    |                 | Switzerland     | -.7774                  | .8570       |
| Turkey             | -.9200          | .6613           |                         |             |
| Venezuela          | -.9242          | .7038           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Spain           | America         | -1.2813                 | .6588       |
|                    |                 | Argentina       | -1.1367                 | 1.1773      |
|                    |                 | Australia       | -1.8007                 | .8998       |
|                    |                 | Brazil          | -1.0393                 | 1.0206      |
|                    |                 | GB              | -1.0850                 | .9419       |
|                    |                 | Canada          | -1.4731                 | .9473       |
|                    |                 | China           | -1.5206                 | 1.1287      |
|                    |                 | Netherlands     | -1.3724                 | .7716       |
|                    |                 | Philippines     | -1.4327                 | .9008       |
|                    |                 | France          | -1.2740                 | .9672       |
|                    |                 | Germany         | -1.6643                 | .6154       |
|                    |                 | India           | -1.3510                 | .9451       |
|                    |                 | Indonesia       | -1.0066                 | 1.6761      |
|                    |                 | Japan           | -1.2553                 | .8404       |
|                    |                 | Malaysia        | -1.3612                 | 1.0056      |
|                    |                 | Mexico          | -1.4599                 | .9321       |
|                    |                 | Poland          | -1.2589                 | 1.0504      |
|                    |                 | Russia          | -1.7568                 | .6954       |
|                    |                 | Singapore       | -1.2409                 | .9111       |
|                    |                 | Switzerland     | -1.2798                 | 1.0295      |
| Turkey             | -1.4303         | .8418           |                         |             |
| Venezuela          | -1.4276         | .8772           |                         |             |
|                    | Switzerland     | America         | -.8577                  | .4855       |
|                    |                 | Argentina       | -.7758                  | 1.0666      |
|                    |                 | Australia       | -1.4800                 | .8293       |
|                    |                 | Brazil          | -.6398                  | .8713       |
|                    |                 | GB              | -.6793                  | .7865       |
|                    |                 | Canada          | -1.1250                 | .8494       |
|                    |                 | China           | -1.1955                 | 1.0538      |
|                    |                 | Netherlands     | -.9872                  | .6366       |
|                    |                 | Philippines     | -1.0743                 | .7926       |
|                    |                 | France          | -.9034                  | .8468       |
|                    |                 | Germany         | -1.2990                 | .5002       |
|                    |                 | India           | -.9878                  | .8321       |
|                    |                 | Indonesia       | -.6843                  | 1.6041      |
|                    |                 | Japan           | -.8621                  | .6974       |
|                    |                 | Malaysia        | -1.0069                 | .9015       |
|                    |                 | Mexico          | -1.1086                 | .8310       |
|                    |                 | Poland          | -.8974                  | .9391       |
|                    |                 | Russia          | -1.4123                 | .6010       |
|                    |                 | Singapore       | -.8570                  | .7774       |
|                    |                 | Spain           | -1.0295                 | 1.2798      |
| Turkey             | -1.0639         | .7256           |                         |             |
| Venezuela          | -1.0655         | .7654           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 20 Calm            | Turkey          | America         | -.6560                  | .6221       |
|                    |                 | Argentina       | -.5832                  | 1.2123      |
|                    |                 | Australia       | -1.2922                 | .9798       |
|                    |                 | Brazil          | -.4419                  | 1.0117      |
|                    |                 | GB              | -.4805                  | .9259       |
|                    |                 | Canada          | -.9340                  | .9967       |
|                    |                 | China           | -1.0072                 | 1.2038      |
|                    |                 | Netherlands     | -.7913                  | .7790       |
|                    |                 | Philippines     | -.8820                  | .9386       |
|                    |                 | France          | -.7095                  | .9912       |
|                    |                 | Germany         | -1.1058                 | .6454       |
|                    |                 | India           | -.7949                  | .9775       |
|                    |                 | Indonesia       | -.4964                  | 1.7544      |
|                    |                 | Japan           | -.6651                  | .8387       |
|                    |                 | Malaysia        | -.8151                  | 1.0480      |
|                    |                 | Mexico          | -.9172                  | .9779       |
|                    |                 | Poland          | -.7048                  | 1.0847      |
|                    |                 | Russia          | -1.2217                 | .7488       |
|                    |                 | Singapore       | -.6613                  | .9200       |
|                    |                 | Spain           | -.8418                  | 1.4303      |
| Switzerland        | -.7256          | 1.0639          |                         |             |
| Venezuela          | -.8727          | .9109           |                         |             |
|                    | Venezuela       | America         | -.7037                  | .6316       |
|                    |                 | Argentina       | -.6229                  | 1.2138      |
|                    |                 | Australia       | -1.3277                 | .9771       |
|                    |                 | Brazil          | -.4863                  | 1.0179      |
|                    |                 | GB              | -.5257                  | .9330       |
|                    |                 | Canada          | -.9723                  | .9968       |
|                    |                 | China           | -1.0431                 | 1.2015      |
|                    |                 | Netherlands     | -.8339                  | .7834       |
|                    |                 | Philippines     | -.9214                  | .9399       |
|                    |                 | France          | -.7504                  | .9938       |
|                    |                 | Germany         | -1.1460                 | .6474       |
|                    |                 | India           | -.8349                  | .9793       |
|                    |                 | Indonesia       | -.5320                  | 1.7519      |
|                    |                 | Japan           | -.7087                  | .8441       |
|                    |                 | Malaysia        | -.8541                  | 1.0488      |
|                    |                 | Mexico          | -.9558                  | .9784       |
|                    |                 | Poland          | -.7445                  | 1.0863      |
|                    |                 | Russia          | -1.2596                 | .7485       |
|                    |                 | Singapore       | -.7038                  | .9242       |
|                    |                 | Spain           | -.8772                  | 1.4276      |
| Switzerland        | -.7654          | 1.0655          |                         |             |
| Turkey             | -.9109          | .8727           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | America         | Argentina       | -1.2225                 | .2869       |
|                    |                 | Australia       | -.8506                  | 1.3169      |
|                    |                 | Brazil          | -.6536                  | .2907       |
|                    |                 | GB              | -.2496                  | .6009       |
|                    |                 | Canada          | -.5655                  | 1.1395      |
|                    |                 | China           | -1.0736                 | 1.0136      |
|                    |                 | Netherlands     | -.7098                  | .4445       |
|                    |                 | Philippines     | -.8758                  | .6708       |
|                    |                 | France          | -1.0029                 | .3628       |
|                    |                 | Germany         | -1.0606                 | .3824       |
|                    |                 | India           | -.7824                  | .6926       |
|                    |                 | Indonesia       | -.6834                  | 1.4563      |
|                    |                 | Japan           | -.3509                  | .6869       |
|                    |                 | Malaysia        | -.7178                  | .8907       |
|                    |                 | Mexico          | -.7544                  | .9001       |
|                    |                 | Poland          | -.6865                  | .8140       |
|                    |                 | Russia          | -1.5511                 | .2099       |
|                    |                 | Singapore       | -.4633                  | .7097       |
|                    |                 | Spain           | -1.4992                 | .6683       |
|                    |                 | Switzerland     | -.8803                  | .6203       |
| Turkey             | -1.2576         | .1703           |                         |             |
| Venezuela          | -1.1267         | .3652           |                         |             |
|                    | Argentina       | America         | -.2869                  | 1.2225      |
|                    |                 | Australia       | -.5916                  | 1.9936      |
|                    |                 | Brazil          | -.5617                  | 1.1344      |
|                    |                 | GB              | -.1794                  | 1.4663      |
|                    |                 | Canada          | -.3511                  | 1.8607      |
|                    |                 | China           | -.8213                  | 1.6969      |
|                    |                 | Netherlands     | -.5755                  | 1.2459      |
|                    |                 | Philippines     | -.6807                  | 1.4114      |
|                    |                 | France          | -.8333                  | 1.1288      |
|                    |                 | Germany         | -.8796                  | 1.1371      |
|                    |                 | India           | -.5970                  | 1.4428      |
|                    |                 | Indonesia       | -.4267                  | 2.1352      |
|                    |                 | Japan           | -.2391                  | 1.5107      |
|                    |                 | Malaysia        | -.5148                  | 1.6234      |
|                    |                 | Mexico          | -.5458                  | 1.6272      |
|                    |                 | Poland          | -.4976                  | 1.5607      |
|                    |                 | Russia          | -1.3304                 | .9248       |
|                    |                 | Singapore       | -.3256                  | 1.5076      |
|                    |                 | Spain           | -1.2402                 | 1.3449      |
|                    |                 | Switzerland     | -.6913                  | 1.3670      |
| Turkey             | -1.0788         | .9271           |                         |             |
| Venezuela          | -.9389          | 1.1130          |                         |             |



### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Australia       | America         | -1.3169                 | .8506       |
|                    |                 | Argentina       | -1.9936                 | .5916       |
|                    |                 | Brazil          | -1.5653                 | .7361       |
|                    |                 | GB              | -1.1898                 | 1.0747      |
|                    |                 | Canada          | -1.2982                 | 1.4059      |
|                    |                 | China           | -1.7431                 | 1.2168      |
|                    |                 | Netherlands     | -1.5634                 | .8318       |
|                    |                 | Philippines     | -1.6392                 | .9678       |
|                    |                 | France          | -1.8052                 | .6987       |
|                    |                 | Germany         | -1.8457                 | .7012       |
|                    |                 | India           | -1.5607                 | 1.0045      |
|                    |                 | Indonesia       | -1.3453                 | 1.6518      |
|                    |                 | Japan           | -1.2358                 | 1.1055      |
|                    |                 | Malaysia        | -1.4688                 | 1.1754      |
|                    |                 | Mexico          | -1.4965                 | 1.1759      |
|                    |                 | Poland          | -1.4594                 | 1.1206      |
|                    |                 | Russia          | -2.2736                 | .4661       |
|                    |                 | Singapore       | -1.3121                 | 1.0921      |
|                    |                 | Spain           | -2.1572                 | .8599       |
|                    |                 | Switzerland     | -1.6532                 | .9268       |
| Turkey             | -2.0460         | .4924           |                         |             |
| Venezuela          | -1.9014         | .6735           |                         |             |
|                    | Brazil          | America         | -.2907                  | .6536       |
|                    |                 | Argentina       | -1.1344                 | .5617       |
|                    |                 | Australia       | -.7361                  | 1.5653      |
|                    |                 | GB              | -.2178                  | .9319       |
|                    |                 | Canada          | -.4677                  | 1.4046      |
|                    |                 | China           | -.9616                  | 1.2644      |
|                    |                 | Netherlands     | -.6460                  | .7436       |
|                    |                 | Philippines     | -.7857                  | .9436       |
|                    |                 | France          | -.9234                  | .6462       |
|                    |                 | Germany         | -.9763                  | .6610       |
|                    |                 | India           | -.6962                  | .9693       |
|                    |                 | Indonesia       | -.5697                  | 1.7055      |
|                    |                 | Japan           | -.2978                  | .9966       |
|                    |                 | Malaysia        | -.6245                  | 1.1603      |
|                    |                 | Mexico          | -.6589                  | 1.1675      |
|                    |                 | Poland          | -.5989                  | 1.0893      |
|                    |                 | Russia          | -1.4508                 | .4726       |
|                    |                 | Singapore       | -.3979                  | 1.0072      |
|                    |                 | Spain           | -1.3847                 | .9167       |
|                    |                 | Switzerland     | -.7927                  | .8955       |
| Turkey             | -1.1742         | .4498           |                         |             |
| Venezuela          | -1.0396         | .6409           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | GB              | America         | -.6009                  | .2496       |
|                    |                 | Argentina       | -1.4663                 | .1794       |
|                    |                 | Australia       | -1.0747                 | 1.1898      |
|                    |                 | Brazil          | -.9319                  | .2178       |
|                    |                 | Canada          | -.8021                  | 1.0248      |
|                    |                 | China           | -1.2996                 | .8883       |
|                    |                 | Netherlands     | -.9721                  | .3555       |
|                    |                 | Philippines     | -1.1181                 | .5618       |
|                    |                 | France          | -1.2532                 | .2618       |
|                    |                 | Germany         | -1.3072                 | .2778       |
|                    |                 | India           | -1.0276                 | .5865       |
|                    |                 | Indonesia       | -.9082                  | 1.3297      |
|                    |                 | Japan           | -.6215                  | .6062       |
|                    |                 | Malaysia        | -.9577                  | .7793       |
|                    |                 | Mexico          | -.9926                  | .7871       |
|                    |                 | Poland          | -.9307                  | .7069       |
|                    |                 | Russia          | -1.7858                 | .0933       |
|                    |                 | Singapore       | -.7244                  | .6195       |
|                    |                 | Spain           | -1.7234                 | .5411       |
|                    |                 | Switzerland     | -1.1244                 | .5131       |
| Turkey             | -1.5049         | .0663           |                         |             |
| Venezuela          | -1.3712         | .2584           |                         |             |
|                    | Canada          | America         | -1.1395                 | .5655       |
|                    |                 | Argentina       | -1.8607                 | .3511       |
|                    |                 | Australia       | -1.4059                 | 1.2982      |
|                    |                 | Brazil          | -1.4046                 | .4677       |
|                    |                 | GB              | -1.0248                 | .8021       |
|                    |                 | China           | -1.6371                 | 1.0031      |
|                    |                 | Netherlands     | -1.4129                 | .5736       |
|                    |                 | Philippines     | -1.5082                 | .7292       |
|                    |                 | France          | -1.6652                 | .4511       |
|                    |                 | Germany         | -1.7096                 | .4575       |
|                    |                 | India           | -1.4262                 | .7623       |
|                    |                 | Indonesia       | -1.2415                 | 1.4403      |
|                    |                 | Japan           | -1.0796                 | .8416       |
|                    |                 | Malaysia        | -1.3408                 | .9398       |
|                    |                 | Mexico          | -1.3708                 | .9425       |
|                    |                 | Poland          | -1.3262                 | .8796       |
|                    |                 | Russia          | -2.1529                 | .2377       |
|                    |                 | Singapore       | -1.1625                 | .8349       |
|                    |                 | Spain           | -2.0545                 | .6495       |
|                    |                 | Switzerland     | -1.5199                 | .6859       |
| Turkey             | -1.9091         | .2479           |                         |             |
| Venezuela          | -1.7677         | .4322           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | China           | America         | -1.0136                 | 1.0736      |
|                    |                 | Argentina       | -1.6969                 | .8213       |
|                    |                 | Australia       | -1.2168                 | 1.7431      |
|                    |                 | Brazil          | -1.2644                 | .9616       |
|                    |                 | GB              | -.8883                  | 1.2996      |
|                    |                 | Canada          | -1.0031                 | 1.6371      |
|                    |                 | Netherlands     | -1.2641                 | 1.0588      |
|                    |                 | Philippines     | -1.3429                 | 1.1979      |
|                    |                 | France          | -1.5074                 | .9273       |
|                    |                 | Germany         | -1.5486                 | .9305       |
|                    |                 | India           | -1.2638                 | 1.2340      |
|                    |                 | Indonesia       | -1.0534                 | 1.8863      |
|                    |                 | Japan           | -.9356                  | 1.3316      |
|                    |                 | Malaysia        | -1.1729                 | 1.4059      |
|                    |                 | Mexico          | -1.2010                 | 1.4068      |
|                    |                 | Poland          | -1.1627                 | 1.3502      |
|                    |                 | Russia          | -1.9789                 | .6977       |
|                    |                 | Singapore       | -1.0129                 | 1.3193      |
|                    |                 | Spain           | -1.8654                 | 1.0945      |
|                    |                 | Switzerland     | -1.3565                 | 1.1565      |
| Turkey             | -1.7487         | .7215           |                         |             |
| Venezuela          | -1.6047         | .9031           |                         |             |
|                    | Netherlands     | America         | -.4445                  | .7098       |
|                    |                 | Argentina       | -1.2459                 | .5755       |
|                    |                 | Australia       | -.8318                  | 1.5634      |
|                    |                 | Brazil          | -.7436                  | .6460       |
|                    |                 | GB              | -.3555                  | .9721       |
|                    |                 | Canada          | -.5736                  | 1.4129      |
|                    |                 | China           | -1.0588                 | 1.2641      |
|                    |                 | Philippines     | -.8960                  | .9563       |
|                    |                 | France          | -1.0395                 | .6647       |
|                    |                 | Germany         | -1.0898                 | .6770       |
|                    |                 | India           | -.8088                  | .9842       |
|                    |                 | Indonesia       | -.6660                  | 1.7041      |
|                    |                 | Japan           | -.4267                  | 1.0280      |
|                    |                 | Malaysia        | -.7330                  | 1.1713      |
|                    |                 | Mexico          | -.7661                  | 1.1772      |
|                    |                 | Poland          | -.7106                  | 1.1034      |
|                    |                 | Russia          | -1.5553                 | .4794       |
|                    |                 | Singapore       | -.5212                  | 1.0329      |
|                    |                 | Spain           | -1.4804                 | .9148       |
|                    |                 | Switzerland     | -.9044                  | .9097       |
| Turkey             | -1.2882         | .4662           |                         |             |
| Venezuela          | -1.1516         | .6553           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Philippines     | America         | -.6708                  | .8758       |
|                    |                 | Argentina       | -1.4114                 | .6807       |
|                    |                 | Australia       | -.9678                  | 1.6392      |
|                    |                 | Brazil          | -.9436                  | .7857       |
|                    |                 | GB              | -.5618                  | 1.1181      |
|                    |                 | Canada          | -.7292                  | 1.5082      |
|                    |                 | China           | -1.1979                 | 1.3429      |
|                    |                 | Netherlands     | -.9563                  | .8960       |
|                    |                 | France          | -1.2130                 | .7779       |
|                    |                 | Germany         | -1.2589                 | .7858       |
|                    |                 | India           | -.9761                  | 1.0913      |
|                    |                 | Indonesia       | -.8030                  | 1.7809      |
|                    |                 | Japan           | -.6205                  | 1.1615      |
|                    |                 | Malaysia        | -.8933                  | 1.2713      |
|                    |                 | Mexico          | -.9242                  | 1.2749      |
|                    |                 | Poland          | -.8766                  | 1.2091      |
|                    |                 | Russia          | -1.7082                 | .5721       |
|                    |                 | Singapore       | -.7063                  | 1.1577      |
|                    |                 | Spain           | -1.6165                 | .9905       |
|                    |                 | Switzerland     | -1.0704                 | 1.0154      |
| Turkey             | -1.4581         | .5759           |                         |             |
| Venezuela          | -1.3180         | .7615           |                         |             |
|                    | France          | America         | -.3628                  | 1.0029      |
|                    |                 | Argentina       | -1.1288                 | .8333       |
|                    |                 | Australia       | -.6987                  | 1.8052      |
|                    |                 | Brazil          | -.6462                  | .9234       |
|                    |                 | GB              | -.2618                  | 1.2532      |
|                    |                 | Canada          | -.4511                  | 1.6652      |
|                    |                 | China           | -.9273                  | 1.5074      |
|                    |                 | Netherlands     | -.6647                  | 1.0395      |
|                    |                 | Philippines     | -.7779                  | 1.2130      |
|                    |                 | Germany         | -.9748                  | .9368       |
|                    |                 | India           | -.6927                  | 1.2430      |
|                    |                 | Indonesia       | -.5334                  | 1.9464      |
|                    |                 | Japan           | -.3257                  | 1.3018      |
|                    |                 | Malaysia        | -.6131                  | 1.4262      |
|                    |                 | Mexico          | -.6450                  | 1.4308      |
|                    |                 | Poland          | -.5939                  | 1.3615      |
|                    |                 | Russia          | -1.4313                 | .7303       |
|                    |                 | Singapore       | -.4152                  | 1.3017      |
|                    |                 | Spain           | -1.3474                 | 1.1565      |
|                    |                 | Switzerland     | -.7876                  | 1.1677      |
| Turkey             | -1.1736         | .7265           |                         |             |
| Venezuela          | -1.0351         | .9136           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Germany         | America         | -.3824                  | 1.0606      |
|                    |                 | Argentina       | -1.1371                 | .8796       |
|                    |                 | Australia       | -.7012                  | 1.8457      |
|                    |                 | Brazil          | -.6610                  | .9763       |
|                    |                 | GB              | -.2778                  | 1.3072      |
|                    |                 | Canada          | -.4575                  | 1.7096      |
|                    |                 | China           | -.9305                  | 1.5486      |
|                    |                 | Netherlands     | -.6770                  | 1.0898      |
|                    |                 | Philippines     | -.7858                  | 1.2589      |
|                    |                 | France          | -.9368                  | .9748       |
|                    |                 | India           | -.7014                  | 1.2897      |
|                    |                 | Indonesia       | -.5362                  | 1.9872      |
|                    |                 | Japan           | -.3394                  | 1.3535      |
|                    |                 | Malaysia        | -.6204                  | 1.4715      |
|                    |                 | Mexico          | -.6518                  | 1.4757      |
|                    |                 | Poland          | -.6023                  | 1.4079      |
|                    |                 | Russia          | -1.4372                 | .7741       |
|                    |                 | Singapore       | -.4272                  | 1.3517      |
|                    |                 | Spain           | -1.3499                 | 1.1970      |
|                    |                 | Switzerland     | -.7960                  | 1.2141      |
| Turkey             | -1.1828         | .7737           |                         |             |
| Venezuela          | -1.0435         | .9601           |                         |             |
|                    | India           | America         | -.6926                  | .7824       |
|                    |                 | Argentina       | -1.4428                 | .5970       |
|                    |                 | Australia       | -1.0045                 | 1.5607      |
|                    |                 | Brazil          | -.9693                  | .6962       |
|                    |                 | GB              | -.5865                  | 1.0276      |
|                    |                 | Canada          | -.7623                  | 1.4262      |
|                    |                 | China           | -1.2340                 | 1.2638      |
|                    |                 | Netherlands     | -.9842                  | .8088       |
|                    |                 | Philippines     | -1.0913                 | .9761       |
|                    |                 | France          | -1.2430                 | .6927       |
|                    |                 | Germany         | -1.2897                 | .7014       |
|                    |                 | Indonesia       | -.8395                  | 1.7022      |
|                    |                 | Japan           | -.6472                  | 1.0730      |
|                    |                 | Malaysia        | -.9257                  | 1.1884      |
|                    |                 | Mexico          | -.9569                  | 1.1925      |
|                    |                 | Poland          | -.9079                  | 1.1252      |
|                    |                 | Russia          | -1.7418                 | .4905       |
|                    |                 | Singapore       | -.7344                  | 1.0706      |
|                    |                 | Spain           | -1.6531                 | .9120       |
|                    |                 | Switzerland     | -1.1017                 | .9315       |
| Turkey             | -1.4888         | .4914           |                         |             |
| Venezuela          | -1.3493         | .6775           |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Indonesia       | America         | -1.4563                 | .6834       |
|                    |                 | Argentina       | -2.1352                 | .4267       |
|                    |                 | Australia       | -1.6518                 | 1.3453      |
|                    |                 | Brazil          | -1.7055                 | .5697       |
|                    |                 | GB              | -1.3297                 | .9082       |
|                    |                 | Canada          | -1.4403                 | 1.2415      |
|                    |                 | China           | -1.8863                 | 1.0534      |
|                    |                 | Netherlands     | -1.7041                 | .6660       |
|                    |                 | Philippines     | -1.7809                 | .8030       |
|                    |                 | France          | -1.9464                 | .5334       |
|                    |                 | Germany         | -1.9872                 | .5362       |
|                    |                 | India           | -1.7022                 | .8395       |
|                    |                 | Japan           | -1.3762                 | .9393       |
| Malaysia           | -1.6107         | 1.0108          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Indonesia       | Mexico          | -1.6385                 | 1.0114      |
|                    |                 | Poland          | -1.6010                 | .9556       |
|                    |                 | Russia          | -2.4159                 | .3018       |
|                    |                 | Singapore       | -1.4529                 | .9264       |
|                    |                 | Spain           | -2.3005                 | .6966       |
|                    |                 | Switzerland     | -1.7948                 | .7619       |
|                    |                 | Turkey          | -2.1874                 | .3273       |
|                    |                 | Venezuela       | -2.0430                 | .5086       |
|                    | Japan           | America         | -.6869                  | .3509       |
|                    |                 | Argentina       | -1.5107                 | .2391       |
|                    |                 | Australia       | -1.1055                 | 1.2358      |
|                    |                 | Brazil          | -.9966                  | .2978       |
|                    |                 | GB              | -.6062                  | .6215       |
|                    |                 | Canada          | -.8416                  | 1.0796      |
|                    |                 | China           | -1.3316                 | .9356       |
|                    |                 | Netherlands     | -1.0280                 | .4267       |
|                    |                 | Philippines     | -1.1615                 | .6205       |
|                    |                 | France          | -1.3018                 | .3257       |
|                    |                 | Germany         | -1.3535                 | .3394       |
|                    |                 | India           | -1.0730                 | .6472       |
|                    |                 | Indonesia       | -.9393                  | 1.3762      |
|                    |                 | Malaysia        | -.9995                  | .8365       |
|                    |                 | Mexico          | -1.0333                 | .8431       |
|                    |                 | Poland          | -.9754                  | .7669       |
|                    |                 | Russia          | -1.8240                 | .1469       |
|                    |                 | Singapore       | -.7796                  | .6900       |
|                    |                 | Spain           | -1.7541                 | .5872       |
| Switzerland        | -1.1691         | .5731           |                         |             |
| Turkey             | -1.5516         | .1284           |                         |             |
| Venezuela          | -1.4161         | .3186           |                         |             |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Malaysia        | America         | -.8907                  | .7178       |
|                    |                 | Argentina       | -1.6234                 | .5148       |
|                    |                 | Australia       | -1.1754                 | 1.4688      |
|                    |                 | Brazil          | -1.1603                 | .6245       |
|                    |                 | GB              | -.7793                  | .9577       |
|                    |                 | Canada          | -.9398                  | 1.3408      |
|                    |                 | China           | -1.4059                 | 1.1729      |
|                    |                 | Netherlands     | -1.1713                 | .7330       |
|                    |                 | Philippines     | -1.2713                 | .8933       |
|                    |                 | France          | -1.4262                 | .6131       |
|                    |                 | Germany         | -1.4715                 | .6204       |
|                    |                 | India           | -1.1884                 | .9257       |
|                    |                 | Indonesia       | -1.0108                 | 1.6107      |
|                    |                 | Japan           | -.8365                  | .9995       |
|                    |                 | Mexico          | -1.1351                 | 1.1079      |
|                    |                 | Poland          | -1.0887                 | 1.0433      |
|                    |                 | Russia          | -1.9184                 | .4043       |
|                    |                 | Singapore       | -.9211                  | .9945       |
|                    |                 | Spain           | -1.8241                 | .8201       |
|                    |                 | Switzerland     | -1.2825                 | .8495       |
| Turkey             | -1.6709         | .4106           |                         |             |
| Venezuela          | -1.5302         | .5957           |                         |             |
|                    | Mexico          | America         | -.9001                  | .7544       |
|                    |                 | Argentina       | -1.6272                 | .5458       |
|                    |                 | Australia       | -1.1759                 | 1.4965      |
|                    |                 | Brazil          | -1.1675                 | .6589       |
|                    |                 | GB              | -.7871                  | .9926       |
|                    |                 | Canada          | -.9425                  | 1.3708      |
|                    |                 | China           | -1.4068                 | 1.2010      |
|                    |                 | Netherlands     | -1.1772                 | .7661       |
|                    |                 | Philippines     | -1.2749                 | .9242       |
|                    |                 | France          | -1.4308                 | .6450       |
|                    |                 | Germany         | -1.4757                 | .6518       |
|                    |                 | India           | -1.1925                 | .9569       |
|                    |                 | Indonesia       | -1.0114                 | 1.6385      |
|                    |                 | Japan           | -.8431                  | 1.0333      |
|                    |                 | Malaysia        | -1.1079                 | 1.1351      |
|                    |                 | Poland          | -1.0926                 | 1.0743      |
|                    |                 | Russia          | -1.9208                 | .4339       |
|                    |                 | Singapore       | -.9269                  | 1.0275      |
|                    |                 | Spain           | -1.8246                 | .8479       |
|                    |                 | Switzerland     | -1.2864                 | .8806       |
| Turkey             | -1.6751         | .4421           |                         |             |
| Venezuela          | -1.5341         | .6268           |                         |             |



**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Poland          | America         | -.8140                  | .6865       |
|                    |                 | Argentina       | -1.5607                 | .4976       |
|                    |                 | Australia       | -1.1206                 | 1.4594      |
|                    |                 | Brazil          | -1.0893                 | .5989       |
|                    |                 | GB              | -.7069                  | .9307       |
|                    |                 | Canada          | -.8796                  | 1.3262      |
|                    |                 | China           | -1.3502                 | 1.1627      |
|                    |                 | Netherlands     | -1.1034                 | .7106       |
|                    |                 | Philippines     | -1.2091                 | .8766       |
|                    |                 | France          | -1.3615                 | .5939       |
|                    |                 | Germany         | -1.4079                 | .6023       |
|                    |                 | India           | -1.1252                 | .9079       |
|                    |                 | Indonesia       | -.9556                  | 1.6010      |
|                    |                 | Japan           | -.7669                  | .9754       |
|                    |                 | Malaysia        | -1.0433                 | 1.0887      |
|                    |                 | Mexico          | -1.0743                 | 1.0926      |
|                    |                 | Russia          | -1.8590                 | .3903       |
|                    |                 | Singapore       | -.8535                  | .9724       |
|                    |                 | Spain           | -1.7692                 | .8108       |
|                    |                 | Switzerland     | -1.2197                 | .8322       |
| Turkey             | -1.6070         | .3923           |                         |             |
| Venezuela          | -1.4673         | .5782           |                         |             |
|                    | Russia          | America         | -.2099                  | 1.5511      |
|                    |                 | Argentina       | -.9248                  | 1.3304      |
|                    |                 | Australia       | -.4661                  | 2.2736      |
|                    |                 | Brazil          | -.4726                  | 1.4508      |
|                    |                 | GB              | -.0933                  | 1.7858      |
|                    |                 | Canada          | -.2377                  | 2.1529      |
|                    |                 | China           | -.6977                  | 1.9789      |
|                    |                 | Netherlands     | -.4794                  | 1.5553      |
|                    |                 | Philippines     | -.5721                  | 1.7082      |
|                    |                 | France          | -.7303                  | 1.4313      |
|                    |                 | Germany         | -.7741                  | 1.4372      |
|                    |                 | India           | -.4905                  | 1.7418      |
|                    |                 | Indonesia       | -.3018                  | 2.4159      |
|                    |                 | Japan           | -.1469                  | 1.8240      |
|                    |                 | Malaysia        | -.4043                  | 1.9184      |
|                    |                 | Mexico          | -.4339                  | 1.9208      |
|                    |                 | Poland          | -.3903                  | 1.8590      |
|                    |                 | Singapore       | -.2289                  | 1.8164      |
|                    |                 | Spain           | -1.1147                 | 1.6249      |
|                    |                 | Switzerland     | -.5841                  | 1.6652      |
| Turkey             | -.9738          | 1.2277          |                         |             |
| Venezuela          | -.8319          | 1.4115          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |        |
|--------------------|-----------------|-----------------|-------------------------|-------------|--------|
|                    |                 |                 | Lower Bound             | Upper Bound |        |
| 21 Motivational    | Singapore       | America         | -.7097                  | .4633       |        |
|                    |                 | Argentina       | -1.5076                 | .3256       |        |
|                    |                 | Australia       | -1.0921                 | 1.3121      |        |
|                    |                 | Brazil          | -1.0072                 | .3979       |        |
|                    |                 | GB              | -.6195                  | .7244       |        |
|                    |                 | Canada          | -.8349                  | 1.1625      |        |
|                    |                 | China           | -1.3193                 | 1.0129      |        |
|                    |                 | Netherlands     | -1.0329                 | .5212       |        |
|                    |                 | Philippines     | -1.1577                 | .7063       |        |
|                    |                 | France          | -1.3017                 | .4152       |        |
|                    |                 | Germany         | -1.3517                 | .4272       |        |
|                    |                 | India           | -1.0706                 | .7344       |        |
|                    |                 | Indonesia       | -.9264                  | 1.4529      |        |
|                    |                 | Japan           | -.6900                  | .7796       |        |
|                    |                 | Malaysia        | -.9945                  | .9211       |        |
|                    |                 | Mexico          | -1.0275                 | .9269       |        |
|                    |                 | Poland          | -.9724                  | .8535       |        |
|                    |                 | Russia          | -1.8164                 | .2289       |        |
|                    |                 | Spain           | -1.7408                 | .6635       |        |
|                    |                 | Switzerland     | -1.1662                 | .6598       |        |
|                    | Turkey          | -1.5502         | .2165                   |             |        |
|                    | Venezuela       | -1.4134         | .4054                   |             |        |
|                    |                 | Spain           | America                 | -.6683      | 1.4992 |
|                    |                 |                 | Argentina               | -1.3449     | 1.2402 |
|                    |                 |                 | Australia               | -.8599      | 2.1572 |
|                    |                 |                 | Brazil                  | -.9167      | 1.3847 |
|                    |                 |                 | GB                      | -.5411      | 1.7234 |
|                    |                 |                 | Canada                  | -.6495      | 2.0545 |
|                    |                 |                 | China                   | -1.0945     | 1.8654 |
|                    |                 |                 | Netherlands             | -.9148      | 1.4804 |
|                    |                 |                 | Philippines             | -.9905      | 1.6165 |
|                    |                 |                 | France                  | -1.1565     | 1.3474 |
|                    |                 |                 | Germany                 | -1.1970     | 1.3499 |
|                    | India           |                 | -.9120                  | 1.6531      |        |
|                    | Indonesia       |                 | -.6966                  | 2.3005      |        |
|                    | Japan           | -.5872          | 1.7541                  |             |        |
|                    | Malaysia        | -.8201          | 1.8241                  |             |        |
|                    | Mexico          | -.8479          | 1.8246                  |             |        |
|                    | Poland          | -.8108          | 1.7692                  |             |        |
|                    | Russia          | -1.6249         | 1.1147                  |             |        |
|                    | Singapore       | -.6635          | 1.7408                  |             |        |
|                    | Switzerland     | -1.0045         | 1.5755                  |             |        |
|                    | Turkey          | -1.3973         | 1.1410                  |             |        |
|                    | Venezuela       | -1.2528         | 1.3222                  |             |        |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Switzerland     | America         | -.6203                  | .8803       |
|                    |                 | Argentina       | -1.3670                 | .6913       |
|                    |                 | Australia       | -.9268                  | 1.6532      |
|                    |                 | Brazil          | -.8955                  | .7927       |
|                    |                 | GB              | -.5131                  | 1.1244      |
|                    |                 | Canada          | -.6859                  | 1.5199      |
|                    |                 | China           | -1.1565                 | 1.3565      |
|                    |                 | Netherlands     | -.9097                  | .9044       |
|                    |                 | Philippines     | -1.0154                 | 1.0704      |
|                    |                 | France          | -1.1677                 | .7876       |
|                    |                 | Germany         | -1.2141                 | .7960       |
|                    |                 | India           | -.9315                  | 1.1017      |
|                    |                 | Indonesia       | -.7619                  | 1.7948      |
|                    |                 | Japan           | -.5731                  | 1.1691      |
|                    |                 | Malaysia        | -.8495                  | 1.2825      |
|                    |                 | Mexico          | -.8806                  | 1.2864      |
|                    |                 | Poland          | -.8322                  | 1.2197      |
|                    |                 | Russia          | -1.6652                 | .5841       |
|                    |                 | Singapore       | -.6598                  | 1.1662      |
|                    |                 | Spain           | -1.5755                 | 1.0045      |
| Turkey             | -1.4133         | .5860           |                         |             |
| Venezuela          | -1.2735         | .7720           |                         |             |
|                    | Turkey          | America         | -.1703                  | 1.2576      |
|                    |                 | Argentina       | -.9271                  | 1.0788      |
|                    |                 | Australia       | -.4924                  | 2.0460      |
|                    |                 | Brazil          | -.4498                  | 1.1742      |
|                    |                 | GB              | -.0663                  | 1.5049      |
|                    |                 | Canada          | -.2479                  | 1.9091      |
|                    |                 | China           | -.7215                  | 1.7487      |
|                    |                 | Netherlands     | -.4662                  | 1.2882      |
|                    |                 | Philippines     | -.5759                  | 1.4581      |
|                    |                 | France          | -.7265                  | 1.1736      |
|                    |                 | Germany         | -.7737                  | 1.1828      |
|                    |                 | India           | -.4914                  | 1.4888      |
|                    |                 | Indonesia       | -.3273                  | 2.1874      |
|                    |                 | Japan           | -.1284                  | 1.5516      |
|                    |                 | Malaysia        | -.4106                  | 1.6709      |
|                    |                 | Mexico          | -.4421                  | 1.6751      |
|                    |                 | Poland          | -.3923                  | 1.6070      |
|                    |                 | Russia          | -1.2277                 | .9738       |
|                    |                 | Singapore       | -.2165                  | 1.5502      |
|                    |                 | Spain           | -1.1410                 | 1.3973      |
| Switzerland        | -.5860          | 1.4133          |                         |             |
| Venezuela          | -.8335          | 1.1592          |                         |             |

### Multiple Comparisons

Scheffe

| Dependent Variable | (I) Nationality | (J) Nationality | 95% Confidence Interval |             |
|--------------------|-----------------|-----------------|-------------------------|-------------|
|                    |                 |                 | Lower Bound             | Upper Bound |
| 21 Motivational    | Venezuela       | America         | -.3652                  | 1.1267      |
|                    |                 | Argentina       | -1.1130                 | .9389       |
|                    |                 | Australia       | -.6735                  | 1.9014      |
|                    |                 | Brazil          | -.6409                  | 1.0396      |
|                    |                 | GB              | -.2584                  | 1.3712      |
|                    |                 | Canada          | -.4322                  | 1.7677      |
|                    |                 | China           | -.9031                  | 1.6047      |
|                    |                 | Netherlands     | -.6553                  | 1.1516      |
|                    |                 | Philippines     | -.7615                  | 1.3180      |
|                    |                 | France          | -.9136                  | 1.0351      |
|                    |                 | Germany         | -.9601                  | 1.0435      |
|                    |                 | India           | -.6775                  | 1.3493      |
|                    |                 | Indonesia       | -.5086                  | 2.0430      |
|                    |                 | Japan           | -.3186                  | 1.4161      |
|                    |                 | Malaysia        | -.5957                  | 1.5302      |
|                    |                 | Mexico          | -.6268                  | 1.5341      |
|                    |                 | Poland          | -.5782                  | 1.4673      |
|                    |                 | Russia          | -1.4115                 | .8319       |
|                    |                 | Singapore       | -.4054                  | 1.4134      |
|                    |                 | Spain           | -1.3222                 | 1.2528      |
| Switzerland        | -.7720          | 1.2735          |                         |             |
| Turkey             | -1.1592         | .8335           |                         |             |

\*. The mean difference is significant at the .05 level.











|                             | 17 Procedural | 18 Self Centred | 19 Status Consciousness | 20 Team I - Collaborative | 21 Team II - Integrator |
|-----------------------------|---------------|-----------------|-------------------------|---------------------------|-------------------------|
| 01 Visionary                | -.028         | -.322**         | .074**                  | .371**                    | .549**                  |
| 02 Organised                | .377**        | -.090**         | .167**                  | .430**                    | .439**                  |
| 03 Integrity                | .044          | -.343**         | -.011                   | .387**                    | .439**                  |
| 04 Perform Orientation      | .071**        | -.242**         | .050*                   | .250**                    | .425**                  |
| 05 Autocratic               | .190**        | .431**          | .261**                  | -.106**                   | -.176**                 |
| 06 Normative                | .614**        | -.062**         | .327**                  | .401**                    | .273**                  |
| 07 Encourager               | .059*         | -.333**         | .018                    | .484**                    | .490**                  |
| 08 Loner                    | .194**        | .807**          | .049*                   | -.262**                   | -.428**                 |
| 09 Modesty                  | .200**        | -.022           | -.061*                  | .207**                    | .103**                  |
| 10 Unreliable/Unintelligent | .038          | .311**          | -.095**                 | -.293**                   | -.677**                 |
| 11 Independent              | .059*         | .170**          | .037                    | .019                      | .013                    |
| 12 Protective/Sensitive     | .183**        | -.071**         | .197**                  | .362**                    | .225**                  |
| 13 Risk Averse              | .444**        | .191**          | .108**                  | .082**                    | -.086**                 |
| 14 Friendly/Helpful         | .282**        | -.050*          | .130**                  | .665**                    | .250**                  |
| 15 Micro Mgr                | .273**        | .444**          | .177**                  | -.045                     | -.227**                 |
| 16 Elitist/Individualistic  | .139**        | .396**          | .274**                  | -.056*                    | -.146**                 |
| 17 Socially aware           | .236**        | .125**          | 1.000**                 | .191**                    | .135**                  |
| 18 Indirect                 | .184**        | .352**          | .065**                  | -.138**                   | -.315**                 |
| 19 Team Building            | -.032         | -.588**         | -.036                   | .415**                    | .676**                  |
| 20 Calm                     | .031          | -.354**         | -.016                   | .377**                    | .425**                  |
| 21 Motivational             | -.062**       | -.330**         | .088**                  | .336**                    | .630**                  |
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\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 \* . Correlation is significant at the 0.05 level (2-tailed).








|                             | 13 Malevolent | 14 Modesty | 15 Non Participative | 16 Performance Orientation |
|-----------------------------|---------------|------------|----------------------|----------------------------|
| 01 Visionary                | -.468**       | .227**     | -.265**              | .655**                     |
| 02 Organised                | -.396**       | .279**     | -.227**              | .506**                     |
| 03 Integrity                | -.707**       | .453**     | -.435**              | .485**                     |
| 04 Perform Orientation      | -.363**       | .134**     | -.214**              | .972**                     |
| 05 Autocratic               | .701**        | -.576**    | .545**               | -.072**                    |
| 06 Normative                | -.303**       | .309**     | -.153**              | .233**                     |
| 07 Encourager               | -.584**       | .364**     | -.402**              | .475**                     |
| 08 Loner                    | .524**        | -.168**    | .423**               | -.264**                    |
| 09 Modesty                  | -.404**       | .851**     | -.227**              | .104**                     |
| 10 Unreliable/Unintelligent | .456**        | -.065*     | .263**               | -.522**                    |
| 11 Independent              | .078**        | -.001      | .147**               | .058*                      |
| 12 Protective/Sensitive     | -.400**       | .425**     | -.229**              | .220**                     |
| 13 Risk Averse              | .105**        | .065*      | .150**               | -.198**                    |
| 14 Friendly/Helpful         | -.399**       | .334**     | -.221**              | .290**                     |
| 15 Micro Mgr                | .471**        | -.276**    | .839**               | -.144**                    |
| 16 Elitist/Individualistic  | .594**        | -.338**    | .797**               | -.252**                    |
| 17 Socially aware           | .144**        | -.061*     | .226**               | .017                       |
| 18 Indirect                 | .436**        | -.132**    | .336**               | -.311**                    |
| 19 Team Building            | -.585**       | .275**     | -.417**              | .601**                     |
| 20 Calm                     | -.682**       | .776**     | -.417**              | .142**                     |
| 21 Motivational             | -.477**       | .240**     | -.318**              | .510**                     |
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# A Cargill Cross Cultural Leadership Study



**Leadership traits and employee expectations from their managers differ across cultures. This Cargill study outlines some important findings.**

## A Changing World

**G**lobalisation is changing the way we conduct business. Whereas, in the past, people working for multinational companies could focus on their own regions and prosper, today it is almost impossible to work for a global company without looking beyond your own national boundaries.

Globalisation is impacting Cargill at all levels – the regions we operate in, the skills you as employees need, the products we sell and the customers we target.

We see this demonstrated by the fact that more people are working with multiple cultures by selling across country borders, dealing with work practices across national borders and working with more teams of several nationalities.

## Our Challenge

With growth and expansion come challenges in the form of:

- Conducting business across countries and cultures
- Placing people in countries and cultures, other than their own
- Balancing a global company culture with the inevitable individual cultural differences among countries.



In today's global business environment, it has become increasingly common place for people to work outside their own country and lead teams from different cultures. This gives rise to a need for globally competent leaders who are capable of valuing cultural differences and achieving maximum effectiveness from people of varying nationalities.

To achieve this, we need to build a better understanding of what makes leaders effective across cultures and assess our current leaders.

## A Better Understanding

To reach a better understanding a cross-cultural leadership study was conducted in Cargill. The goal was twofold:

Firstly, to understand what people view as the key attributes of an outstanding leader. Metaphorically, who would you walk off a cliff for and why?

Secondly, to understand how current managers measure up against these attributes of effective leadership.

In all, over 2,500 Cargill people, representing over 40 countries, participated in the study and have candidly shared their opinions on

what they view as the most important attributes of a leader and whether their manager(s) possess them.

The results will help us gain a better understanding of cultural variations across countries as well as the effectiveness of a particular leader.

## The Questionnaire

All respondents were asked to complete two parts of a questionnaire.

The first part was to determine what individuals believe to be the key attributes of an outstanding leader.

The second part asked respondents to think specifically about their leader and how they rate against the attributes put forward. The result is the '**Degree of Fit**' between what individuals want out of their leaders and what, in reality, they get.

## Our Findings

### A common view

There are certain behaviours which respondents of all nationalities in Cargill agree, are integral to outstanding leadership:

**Integrity and Honesty.** This achieved the highest global score. All nationalities desire integrity and honesty in their leaders and there was very little difference between countries.

**Performance Orientation.** All participants surveyed desire a high degree of performance orientation in their leaders. They are looking for leaders who strive for excellence, high performance, results and constant improvement.

**Visionary.** Irrespective of countries and cultures, people want to understand and relate to the vision set by their leader.

**Inspiration.** Finally, there is inspiration – the ability to be enthusiastic, positive, encouraging and motivational. Inspiration scored highly across the majority of countries.

## Where do countries differ?

Similarly, there are a number of leadership attributes, which were found to be culturally contingent. In some countries they are seen to contribute to outstanding leadership and in others, to impede it.

**Conflict.** Whether it be avoiding conflict or engaging in conflict, was found to differ most widely around the world. Our study found that many American and British employees are uncomfortable with conflict, whereas people from countries that have seen significant change over the last 50 to 100 years demonstrated a greater willingness to tolerate conflict within the business environment.

**Administrative Attributes.** The degree to which leaders must be well-organised, methodical and adept at managing complex office work varies in importance. Japanese and German employees believe leaders should be very skilled in this area, whereas in countries, such as Britain and Argentina, administrative attributes were seen as less important.

**Autocratic.** People from many Western European countries and the USA will resist heavily if faced with an autocratic leader, whereas in some Asian and Eastern European countries, autocratic leadership has a less negative impact and can even be mildly positive.

**Modesty.** In some countries, such as India, the Philippines and Malaysia, a degree of modesty is desired in one's leader, whereas Cargill employees and managers in countries such as Brazil and Poland, see this as less important.

**Participation.** The degree to which leaders are actively participating in their team's day to day work varies amongst countries. In countries, such as France or the Netherlands, the participation of a leader is expected, whereas in Japan the opposite is true.

## Degree of Fit

Based on the two sets of results from the questionnaire, we are now able to start highlighting the gaps between what people perceive to be the most important attributes of a leader and how they are perceived in each category.

Areas where there is a high degree of fit are:-

- Integrity
- Performance Orientation
- Decisiveness

Areas and skills, where the degree of fit is lower and which Cargill leaders need to work on, are:-

- Ability to inspire and motivate
- Ability to increase the morale of the group
- Ability to lead without dominating
- Ability to manage but not micro-manage

## Application

So what have we learned and what are we going to do about it?

The main take-away from this study is that leadership varies from country to country but within a context of leadership, attributes such as integrity, performance orientation and being visionary are valued throughout Cargill.

It is also highly encouraging that many of Cargill's managers are ensuring that these attributes are put into practice.

Yet, there are no grounds for complacency. There are also leadership skills, which need to be improved by Cargill managers if the degree of fit between expectations and reality is to be increased.

It is our hope that what we learn from this study will make Cargill a truly high performing organisation.

Every leader, who took part in the study, will be taken through their results in considerable detail and encouraged to use them as a tool to judge their own performance.

It is our desire that this study will create a greater awareness of cultural differences amongst today's and tomorrow's leaders. We are currently working with leaders worldwide to stress the necessity of establishing a close fit between them and their team.

## Next Steps

We are now working with businesses to share more specific information to help them gain a better understanding of managing an international business. This involves running cross-cultural awareness sessions to help businesses understand why we work and behave differently due to our cultural backgrounds.

It is our hope that through this study, Cargill will be better equipped to operate internationally. We hope in the future to understand more deeply how we should develop global leaders. As a result it will also encourage everyone across Cargill to think more globally and be aware of the cultures they work in and with.

## Implications

The degree to which we respect and are aware of cultural differences has tangible implications for our businesses. If our awareness increases, our ability to move people from country to country should be more effective; our ability to set-up international teams to work on customer solutions should be common place. We should see evidence of less conflict arising simply due to misunderstandings.

If we choose to ignore these, the risk to our businesses is significant. If, however, we embrace and reconcile our cultural differences, the value we can create is immense.

## Think Globally & Act Locally!

It is our belief that as Cargill expands, the importance of working effectively with employees, customers and partners becomes more critical. To be the **world's local supplier** will require us to value and capitalise on our differences.

## Can we help?

We believe this study has given us a greater understanding of cultural differences, particularly those associated with leadership.

Does your business operate internationally? Will your business be expanding into new countries? Do you see conflict arising across countries that you cannot explain? Are you facing dilemmas in your international business where there is no straightforward answer?

Our tailored solutions offer practical help to bridge some of these challenges.

For more information, please contact **Dave McKie** on +44 1932 861395

## Characteristics of an Outstanding Leader : Are there national differences?

By Dave McKie – Organisation Effectiveness

### FOR INTERNAL USE ONLY

*Conclusions drawn from a global study of leadership values.*

Acts of great leadership span industries, social classes, generations and the globe. Successful leaders have inspired people to follow them in pursuit of a shared goal regardless of the industry, social class or age. So what is leadership and how can its impact be so broad? The word “leadership” originates from the British military. To some people it has a positive meaning, to others, however, it may suggest an oppressive dictator. Although we see leadership demonstrated in the boardroom, at kindergarten, on the sports field and in the school playground, a challenge for Cargill and other global companies is to understand the impact of cultural differences on leadership.

The aim of this article is to deepen our understanding of cross-cultural leadership. The conclusions drawn from a recent Cargill study show that leadership characteristics vary from country to country, but not as much as one might think. In part, this suggests Cargill’s organisational culture is strong.

Most people, including employees in Cargill, want to be inspired and motivated to achieve a goal. Many people want to follow a leader who they can trust and who has a mission or vision in which they can share.

Although we find acts of great leadership across the globe, research suggests that there are differences depending on the culture. Are people in Iowa, USA inspired in the same way as people in Mumbai, India? Does a leader motivate a Japanese workforce in the same way as motivating a Brazilian team?

We are all part of the human race so we have a lot in common. We all laugh, cry, show passion, demonstrate anger, care for those we love and we need to feel a sense of belonging. Equally, however, we all have our differences, some of which are due to our cultural heritage.

During childhood we observed the behaviour of adults, which shaped our thinking and how we behave. For example, interrupting a conversation may have been frowned upon in some cultures, but not all. Very quickly we learned the difference between what was **right** and what was **wrong** and research suggests our “core



values” were established by the age of seven. Our values then became a lens through which we look and these values impact our perception of other’s behaviour. We naturally judge or perceive others based upon **our** values, not theirs. Sometimes our values can impair our judgment. This occurs when we have negative perception of an individual’s behaviour without attempting to understand if that person’s values caused it.

We may be unaware of our own values, especially those established during childhood. For example, if we live in an environment where debate and discussion are always very heated, voices are raised and emotions are openly expressed, then this will become a norm. A “norm” is a core value the impact of which we are unaware. Some people may believe emotional debate is unprofessional, especially if raised in a culture where calm discussion is a norm.

Often differences in values become visible in the way we behave. For example, everybody, regardless of their nationality and personality, has passion, however, we may see differences in **how** that passion is displayed. Some Latin cultures may argue that some Asian cultures lack passion, but the Latin perception of passion is based on a Latin definition or value which differs from most Asian countries.

## THE STUDY IN CARGILL

From October 2001 through September 2002, a questionnaire was completed by 2,200 people from 40 countries. This questionnaire asked them to rate the importance of various characteristics associated with outstanding leadership. Following is a sample question from the questionnaire:-

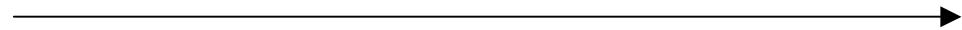
***Inspirational*** – *Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard*

*A scale was used to determine where on the range **Inspiration** resides relative to outstanding leadership.*

***Greatly inhibits***

***No impact***

***Greatly contributes***



We have analysed the data by nationality and presented only the countries with a statistically significant number of responses.

The questionnaire was designed by Prof. Robert J. House from Wharton Business School, Philadelphia. His research has incorporated 30,000 responses from 60 countries.

The graphs displayed have had the scales adjusted for statistical reasons. The range after adjustments are:-

-1.0     inhibits outstanding leadership  
 0         no impact for outstanding leadership (neutral)  
 +1.2     greatly contributes to outstanding leadership.

**Please Note;** the following pages show analysis of 23 individual countries. For the purposes of this report, United States of America has been shortened to ‘America’.

## UNIVERSAL CHARACTERISTICS

The analysis from the results of Cargill’s questionnaires was conducted so that characteristics deemed critical for outstanding leadership were identified. From the 112 questions, the ten highest rated characteristics are:

1. Trustworthy
2. Inspirational
3. Performance Oriented
4. Team Integrator
5. Dynamic
6. Clear
7. Motivational
8. Positive
9. Visionary
10. Diplomatic

### 1. Trust

Trust received the highest score in Cargill, implying that people’s number one desire is to work for a leader that they can trust. There is little variation with age, nationality and years of service. This research suggests a trustworthy leader is a universal requirement within Cargill. For a leader to be outstanding, there must be a sense of trust. We have found that people from some countries prefer a smaller number of deep business relationships developed over a long period of time. In such countries, it can take longer for trust to be established. The table below shows how each country ranked this characteristic out of a total of 112 questions:

| <b>Q16: Trustworthy – Deserves trust, can be believed and relied upon to keep her/his work</b> |  |
|--|--|
| <i>Rank</i>  | <i>Country(ies)</i>  |
| 1  | America, Argentina, Australia, Brazil, Canada, China, France, Indonesia, Japan, Malaysia, Mexico, Singapore, Switzerland, Turkey |
| 2  | Great Britain, Netherlands, Philippines, Germany, India, Poland  |
| 3  | Spain, Venezuela   |
| 5  | Russia   |

## 2. Inspirational

The second highest score overall confirmed that people within Cargill want to be inspired by their leader. A related question (*Motivational*) also received a very high score.

Recently conducted external research suggests people are inspired in different ways. Personality and nationality are two contributing factors. It may, therefore, be inappropriate to assume we can inspire people using the same methods globally. For example, making a speech with passion, energy and conviction may inspire some, but it would be wrong to assume this approach works for all.

### Q12: Inspirational – Inspires emotions, beliefs, values and behaviours of others, inspires others to be motivated to work hard

| <i>Rank</i> | <i>Country(ies)</i>   |
|-------------|---|
| 1           | Great Britain, Netherlands, Philippines, India, Poland, Venezuela |
| 2           | Australia, Russia, Spain  |
| 3           | Brazil, Singapore   |
| 4           | America, Argentina, Canada, China, Germany, Switzerland           |
| 6           | Malaysia, Turkey  |
| 11          | Indonesia, Japan  |
| 13          | France, Mexico  |



### 3. Performance Orientation

People have a desire to work for a leader who values high performance, excellence and strives for continuous improvement. Table 3 shows the results for Performance Orientation. The

characteristics of a performance-oriented leader may vary from country to country. Performance orientation can be measured in a broad range of areas, including customer, employee, financial, production and community.

#### Q96: Performance-oriented – Sets high standards of performance

| <i>Rank</i> | <i>Country(ies)</i>      |
|-------------|--------------------------|
| 2           | Indonesia                |
| 5           | Canada, France           |
| 6           | America, Philippines     |
| 7           | Great Britain            |
| 8           | Malaysia                 |
| 9           | Switzerland              |
| 13          | Australia                |
| 14          | India                    |
| 24          | Mexico, Russia           |
| 28          | China, Poland, Singapore |
| 30          | Germany                  |
| 31          | Brazil, Netherlands      |
| 34          | Turkey                   |
| 37          | Venezuela                |
| 38          | Argentina                |
| 47          | Spain                    |
| 48          | Japan                    |

## 4. Team Integrator

People realise that dynamics of a team can be complicated and most countries within our data sample want a leader who is able to manage a group to effect greater productivity.

| Q94: Team builder – Able to induce group members to work together |                                     |
|---|-------------------------------------|
| Rank  | Country(ies)                        |
| 5   | Malaysia                            |
| 6   | Brazil, France, Germany, Poland     |
| 7   | Turkey                              |
| 8   | Argentina, Netherlands, Switzerland |
| 9   | Singapore                           |
| 10  | America, Canada, Russia             |
| 11  | Philippines                         |
| 12  | Great Britain, Spain                |
| 18  | Indonesia, Venezuela                |
| 19  | India, Japan                        |
| 26  | Australia, China                    |
| 27  | Mexico                              |

## 5. Dynamic

People's view of a "dynamic leader" varies by country. For example, some Asian cultures do not speak with significant changes in volume, tone or pace and rarely show an increase in body movement. To some this may suggest they are not dynamic, especially when compared with other countries, however, one must keep in mind differences in cultural values and norms when making assumptions. We have found Asian leaders to be dynamic, but that may be demonstrated differently than leaders in other countries, e.g. GB and the Netherlands.

### Q91: Dynamic – Highly involved, energetic, enthused, motivated

| <i>Rank</i> | <i>Country(ies)</i>           |
|-------------|-------------------------------|
| 2           | Turkey                        |
| 3           | France                        |
| 5           | Great Britain, India          |
| 6           | China                         |
| 7           | Netherlands, Spain, Venezuela |
| 8           | Philippines                   |
| 9           | Germany                       |
| 10          | Brazil, Mexico                |
| 11          | Singapore                     |
| 13          | Indonesia, Russia             |
| 14          | Switzerland                   |
| 18          | Australia                     |
| 19          | America                       |
| 20          | Argentina                     |
| 23          | Poland                        |
| 24          | Canada, Japan, Malaysia       |

## COUNTRY DIFFERENCES

For each country we have ranked the scores for each question to determine what was considered to be the most important and the least important. This allowed us to assess the differences in ranking between countries. For example, the highest ranked question for Spain was a **clear communicator** though Canadians ranked it 26<sup>th</sup> from a total of 112.

All of the scores were ranked to determine what is important overall for Cargill. **Brazil and Germany** were the only countries, out of the 23, to have **10 of their top 13** questions **identical to Cargill's overall**. The table below highlights some of these more significant differences:-

|                      |  |
|----------------------|--|
| <b>America (USA)</b> | Americans want leaders to be <b>ambitious</b> (8/112) compared with (43/112) <i>Brazil</i> and <i>Spain</i> . <b>Ambitious</b> ranked eighth for Americans - the highest rank overall. <b>Americans</b> and <b>Canadians</b> score <b>decisive</b> lower (38/112) than all others countries - <i>Japan</i> ranked it second.   |
| <b>Argentina</b>     | Argentines want their leaders to be <b>motivators</b> (3/112) – only <i>France</i> ranked this higher. They also want their leaders to be <b>confident</b> (6/112) compared with <i>Poland</i> (51/112). Argentines ranked <b>independent</b> 43 <sup>rd</sup> (43/112), highest rank for this question, as opposed to <i>Canada</i> (76/112).   |
| <b>Australia</b>     | Australians want their leaders to be <b>intellectually stimulating</b> (5/112) compared with <i>France</i> (48/112); <b>calm</b> (9/112) compared with <i>Mexico</i> (53/112) and a <b>proficient mediator</b> (10/112) compared with <i>Canada</i> (56/112). The Australians ranked these questions the highest.  |
| <b>Brazil</b>        | Brazilians are more acceptable of <b>provocateur</b> (64/112) leaders than the other countries, although, they do not care for <b>cynical</b> leaders (111/112) – unlike <i>French</i> citizens (86/112) who are more tolerant.  |
| <b>Canada</b>        | Canadians want their leaders to be <b>excellence oriented</b> (3/112) compared with <i>Russia</i> (48/112). <b>Canadians</b> and <b>French</b> want <b>visionary</b> leaders (7/112), highest ranked overall, compared with <i>Brazilians</i> (41/112). Additionally, <b>Canadians</b> with <b>Malaysians</b> and the <b>Swiss</b> least want <b>arrogant</b> leaders (108/112), compared with <i>Japanese</i> (89/112). |
| <b>China</b>         | Chinese want their leaders to be <b>diplomatic</b> (2/112) compared with <i>France</i> and <i>Switzerland</i> (39/112) and <b>logical</b> (11/112) – the only country to rank this within their top 20. These were the highest rank for any country.   |
| <b>France</b>        | French ranked <b>motivator</b> second – the highest rank for any country. French people want their leaders to be able to <b>anticipate the future</b> (4/112) compared with the <i>Filipinos</i> (47/112).   |
| <b>GB</b>            | The British want a <b>dynamic</b> leader, one of only four countries to rank this in their top 5. Britons ranked <b>excellence and performance oriented</b> 6 <sup>th</sup> and 7 <sup>th</sup> only <i>Canada</i> and <i>America</i> ranked these higher (3 <sup>rd</sup> and 5 <sup>th</sup> ; 5 <sup>th</sup> and 6 <sup>th</sup> respectfully).  |
| <b>Germany</b>       | Germans want their leaders to be <b>sincere</b> (1/112) – the only country to rank this first compared with <i>Russia</i> (39/112). They also want a <b>worldly</b> leader (24/112) compared with <i>Mexico</i> (66/112). Germans least want a <b>domineering</b> leader (105/112) compared with <i>Poland</i> (53/112).   |
| <b>India</b>         | Indians want their leaders to be <b>positive</b> (3/112) compared with (47/112) for <i>Poland</i> . <b>Indians</b> want their leaders to be <b>dynamic</b> (5/112), similar to <i>Britain</i> (5/112). They are more   |

|                    |  |
|--------------------|--|
|                    | accepting of <b>bossy</b> leaders (78/112) compared to <i>Australia</i> (107/112).   |
| <b>Indonesia</b>   | Indonesians want their leaders to be <b>consultative</b> (3/112) compared with <i>Germans</i> (51/112). Linked to performance, Indonesians want their leaders to be <b>effective bargainers</b> (5/112) – one of four countries that ranked this in their top 10.  |
| <b>Japan</b>       | Japanese want their leaders to be <b>decisive</b> (2/112) compared to <i>Americans</i> and <i>Canadians</i> (38/112). They also want their leaders to be <b>morale boosters</b> (3/112) compared with <i>Mexico</i> (51/112). Japanese admire <b>communicative</b> leaders (6/112) compared to <i>France</i> (56/112).   |
| <b>Malaysia</b>    | <i>Malaysians</i> with <i>Canadians</i> and the <i>Swiss</i> <b>do not</b> value <b>arrogant</b> leaders (108/112) compared with <i>Japanese</i> (89/112). <i>Malaysians</i> do not want <b>non-cooperative</b> leaders (109/112).   |
| <b>Mexico</b>      | <i>Mexicans</i> want a <b>just</b> leader (4/112) compared with the <i>Netherlands</i> (35/112). They want a leader who <b>builds confidence</b> (5/112) and is a <b>coordinator</b> (8/112) compared to <i>Poland</i> (51/112) and <i>Canada</i> (58/112) respectfully.   |
| <b>Netherlands</b> | The Dutch want their leaders to <b>anticipate the future</b> (4/112) compared with <i>Malaysia</i> (31/112). The Dutch least want a <b>dictatorial</b> leader (108/112), whereas <i>Russians</i> are slightly more tolerant (82/112).  |
| <b>Philippines</b> | Filipinos want their leaders to be <b>positive</b> (3/112) and <b>future-oriented</b> (12/112), compared with <i>Malaysians</i> (44/112). They ranked <b>unintelligence</b> the lowest (112/112) compared with <i>Japan</i> (91/112).  |
| <b>Poland</b>      | The Polish want their leaders to be <b>willful</b> (7/112) compared with <i>Russians</i> (62/112). The Poles ranked <b>administratively competent</b> highest (8/112) compared with <i>Netherlands</i> (54/112). Polish <b>do not</b> want a <b>subdued</b> leader (4/112), compared with <i>Germany</i> (79/112). Polish people are more tolerant of <b>domineering</b> leaders (53/112).   |
| <b>Russia</b>      | <i>Russians</i> want their leaders to be <b>improvement oriented</b> (1/112) – the only country to rank this 1 <sup>st</sup> compared with <i>France</i> (28/112). <i>Russians</i> want their leaders to be <b>integrators</b> (3/112) compared with <i>Canada</i> (52/112). <i>Russians</i> do not see <b>egotistical</b> (73/112) as negative as most countries. Russia was the only country that <b>did not</b> have either <b>trustworthy, sincerity or honesty</b> in the top 4 ranked questions. |
| <b>Singapore</b>   | <i>Singaporeans</i> want their leaders to be <b>encouraging</b> (4/112) compared with <i>Mexicans</i> (39/112). <i>Singaporeans</i> would like their leaders to be <b>sensitive</b> (25/112) compared with <i>Japanese</i> (68/112).   |
| <b>Spain</b>       | <i>Spanish</i> want a <b>clear</b> leader (1/112) compared with <i>Canadians</i> (26/112). <i>Spanish</i> <b>do not</b> see <b>tender</b> (79/112) as negative as the <i>Swiss</i> (103/112). <i>Spanish</i> want a leader who is able to find <b>win/win solutions</b> (4/112), whereas <i>Turks</i> feel this is less important (42/112)   |
| <b>Switzerland</b> | <i>Swiss</i> want their leaders to be <b>motivational</b> (17/112) compared with <i>Russians</i> (59/112). <i>Swiss</i> , with <i>Australians</i> and <i>Canadians</i> <b>do not</b> want a <b>secretive</b> leader (105/112) compared with <i>Argentines</i> (78/112).  |
| <b>Turkey</b>      | The Turkish want their leaders to be able to <b>anticipate the future</b> (4/112). They also want their leaders to be <b>communicators</b> (8/112).  |
| <b>Venezuela</b>   | <i>Venezuelans</i> <b>do not</b> want their leaders to be <b>egotistical</b> (103/112) compared with <i>Russians</i> (73/112). <i>Venezuelans</i> <b>do not</b> value <b>loners</b> as they ranked this is the lowest of all countries (107/112) unlike <i>Germans</i> who ranked it (81/112).   |

## **CHARACTERISTICS – POSITIVE & NEGATIVE**

So far this article has highlighted five leadership characteristics that are universally required in Cargill.

Now we would like to highlight four characteristics that are seen to be positive in some countries, but negative in other countries. The four are:-

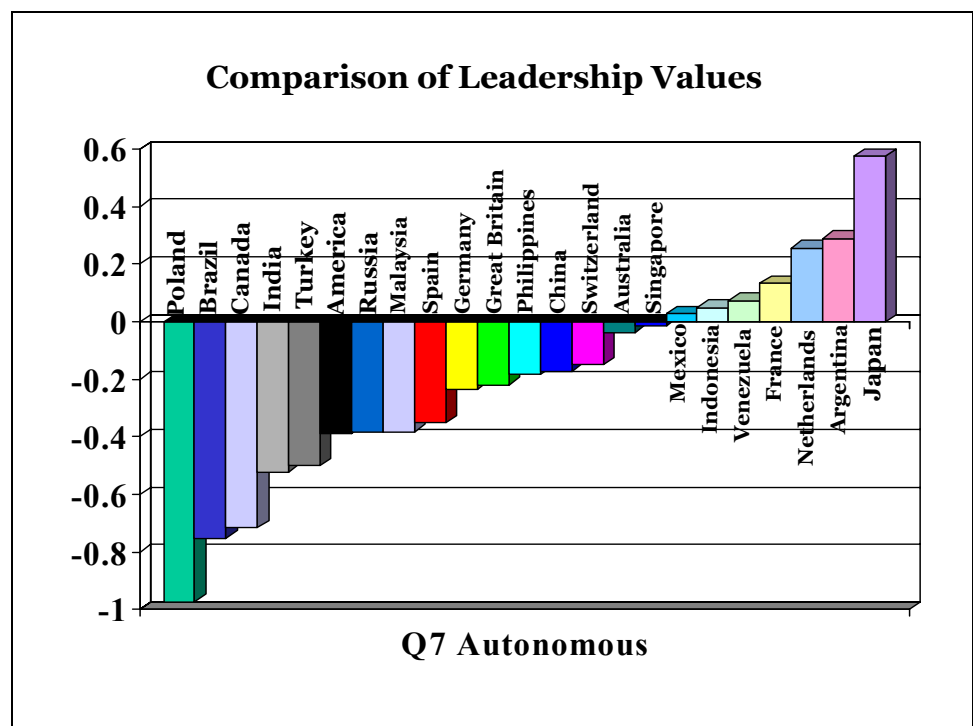
1. **Autonomous/Independent**
2. **Modesty**
3. **Risk Taker**
4. **Fraternal – being good friends with subordinates.**

The following graphs show values that have been computed for statistical and comparison reasons. The scale is centred at zero. A value higher than zero suggests a positive characteristic and a value lower than zero suggests a negative characteristic.

## 1. Autonomous

In Graph 1 the difference between Poland and Japan is evident. This suggests that Polish people see autonomy and independence as negative leadership characteristics. In contrast, Japan believes that autonomy is a positive characteristic and contributes to outstanding leadership. In some cases, but not all, we have identified an association between risk and autonomy. Some believe that too much autonomy increases risk.

GRAPH 1

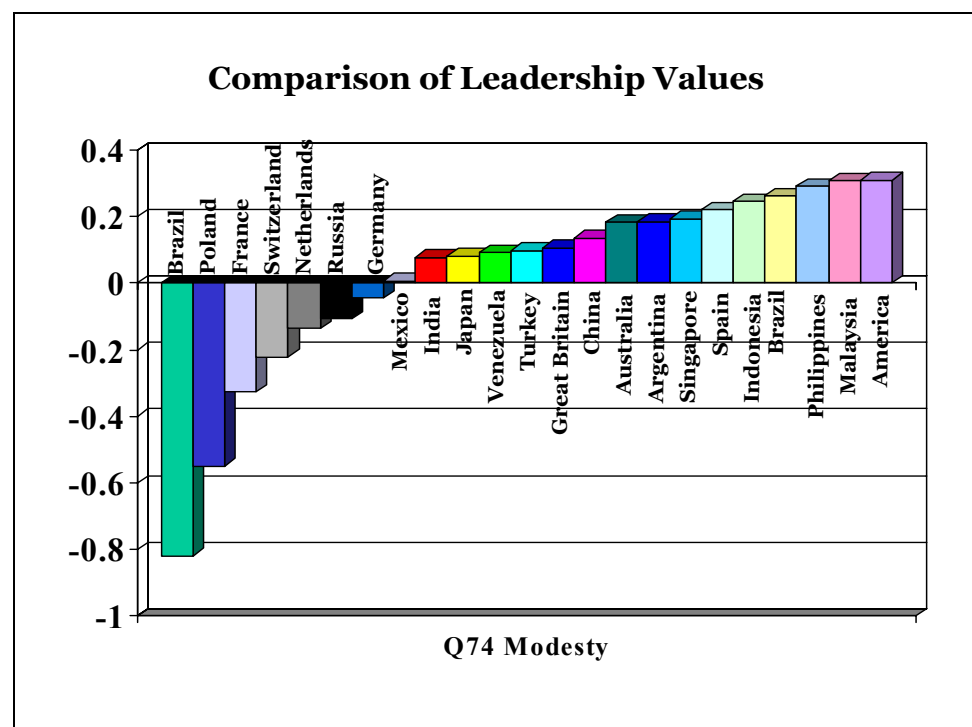


## 2. Modesty

Graph 2 shows 15 countries that consider modesty to be a positive leadership characteristic, however, Brazil and Poland see modesty as a negative characteristic.

The world famous boxer, Mohamed Ali and the philanthropist, Mother Theresa, are two people with entirely different approaches in how they presented themselves to the public. Some were inspired by what they said, others felt the total opposite.

GRAPH 2

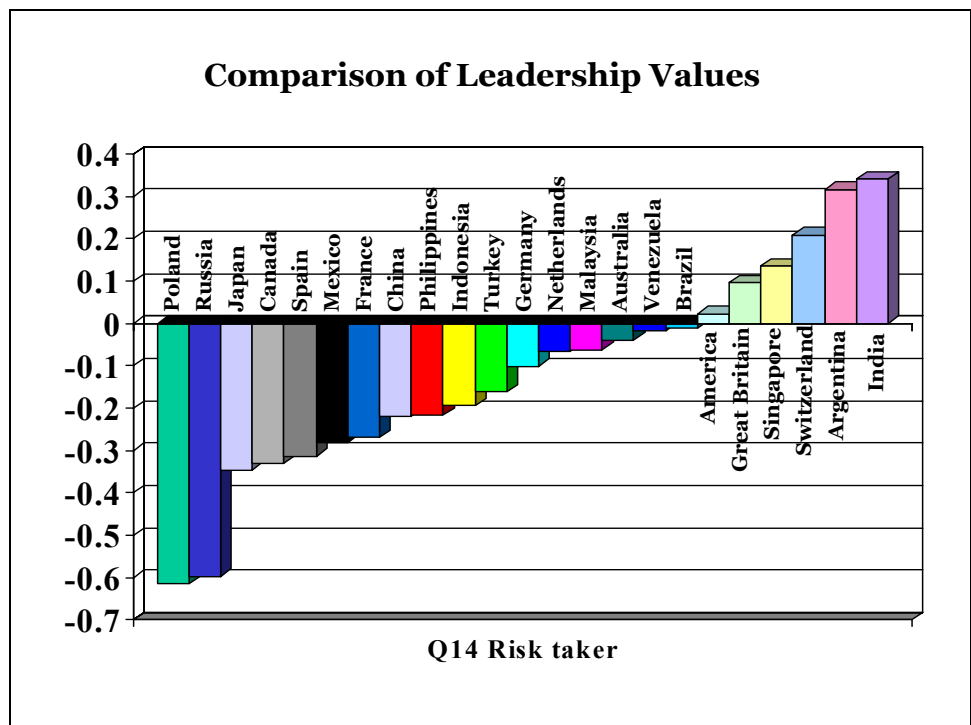




### 3. Risk Taking

Graph 3 shows the attitude variations in Cargill regarding risk taking. The questionnaire was not assessing risk management, but the willingness to take risks. For example, Poland and Russia view this as a negative characteristic, whereas Argentina and India view it as a positive leadership characteristic.

GRAPH 3

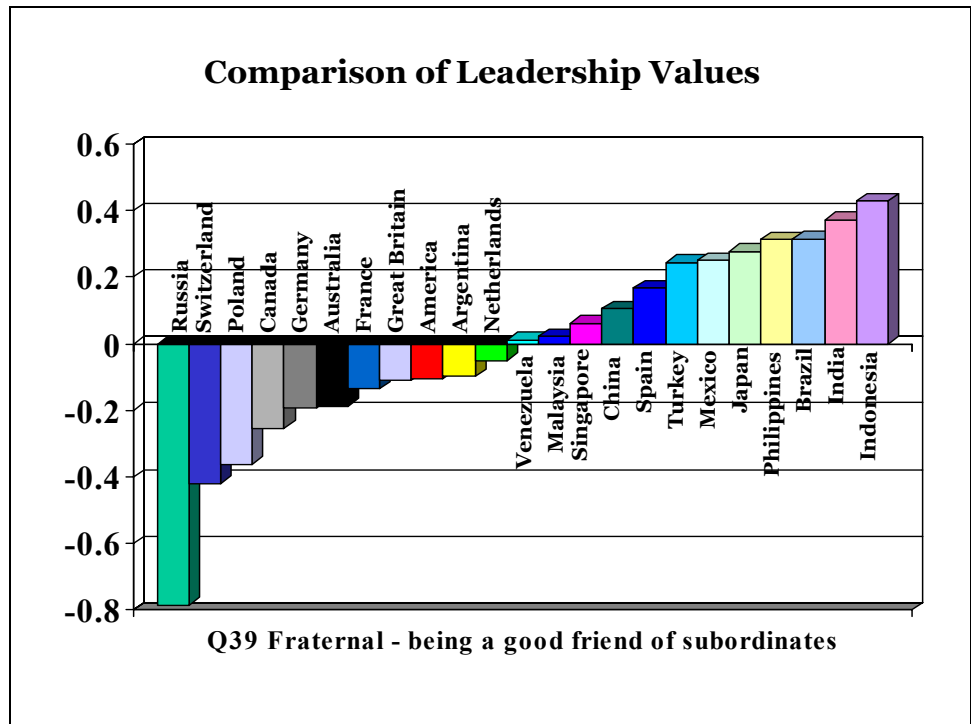


#### 4. Fraternal

For the purposes of this study, fraternal is defined as a leaders being “friendly” and “social” with their team.

Countries that place higher values on “relationships” consider fraternity to be more important for leaders.

GRAPH 4



## EFFECTIVE LEADERSHIP

Our aim at Cargill is to have 100% of employees engaged and committed to supporting its mission, vision and values. Developing effective leaders is a core ingredient in achieving this aim.

A tool to help leaders become more effective has been developed by Dave McKie. Leaders nominate 8-10 people. Each is given two identical questionnaires that they complete anonymously. The first questionnaire measures what they desire from a leader and the second measures the perception they have of their own leader. The leader receives extensive feedback on their personal “*degree of fit*” between what is desired and perception. The feedback is provided in the following categories:-

- #1. Administratively Competent
- #2. Autocratic
- #3. Autonomous
- #4. Charismatic I - Visionary
- #5. Charismatic II - Inspirational
- #6. Charismatic III - Self Sacrifice
- #7. Conflict Inducer
- #8. Decisiveness
- #9. Diplomatic
- #10. Face Saver
- #11. Humane Orientation
- #12. Integrity
- #13. Malevolent
- #14. Modesty
- #15. Non-Participative
- #16. Performance Orientated
- #17. Procedural
- #18. Self-Centered
- #19. Status Consciousness
- #20. Team I: Collaborative Team Orientation
- #21. Team II: Integrator

Embracing diversity and valuing differences must be central in what we do strategically and operationally. Our challenge is to learn more about the people we work with and their respective cultures. A greater understanding and awareness will improve our global effectiveness as we deliver solutions for customers and value for our shareholders.

For more information, please Organisation Effectiveness

Dave McKie – June 2003

## Leadership Fit Questions ranked by Greatest Fit

| Rank | Item        | Value<br>(1-Low & 7-High) | Question Description   | Gap |
|------|-------------|---------------------------|--|-----|
| 1    | <b>Q105</b> | 1.13                      | Dishonest - Fraudulent, insincere  | 0.3 |
| 2    | <b>Q106</b> | 1.21                      | Hostile - Actively unfriendly, acts negatively toward others                                     | 0.5 |
| 3    | <b>Q063</b> | 1.45                      | Non-cooperative - Unwilling to work jointly with others  | 0.7 |
| 4    | <b>Q064</b> | 5.91                      | Logical - Applies logic when thinking  | 0.7 |
| 5    | <b>Q059</b> | 1.83                      | Cunning - Sly, deceitful, full of guile  | 0.7 |
| 6    | <b>Q060</b> | 6.20                      | Informed - Knowledgeable; aware of information   | 0.7 |
| 7    | <b>Q043</b> | 1.72                      | Intelligent - Smart, learns and understands easily   | 0.7 |
| 8    | <b>Q050</b> | 1.32                      | Vindictive - Vengeful; seeks revenge when wronged  | 0.7 |
| 9    | <b>Q088</b> | 6.61                      | Honest - Speaks and acts truthfully  | 0.7 |
| 10   | <b>Q029</b> | 4.41                      | Unique - An unusual person, has characteristics of behaviors that are different from most others | 0.7 |
| 11   | <b>Q068</b> | 4.60                      | Normative - Behaves according to the norms of his or her group                                   | 0.7 |
| 12   | <b>Q081</b> | 5.14                      | Procedural - Follows established rules and guidelines  | 0.7 |
| 13   | <b>Q109</b> | 1.68                      | Dependable - Reliable  | 0.7 |
| 14   | <b>Q097</b> | 6.19                      | Ambitious - Sets high goals, works hard  | 0.7 |
| 15   | <b>Q085</b> | 1.72                      | Non-Participative - Does not participate with others   | 0.8 |
| 16   | <b>Q035</b> | 5.99                      | Prepared - Is ready for future events  | 0.8 |
| 17   | <b>Q108</b> | 5.55                      | Good Administrator - Has ability to manage complex office work and administrative systems        | 0.8 |
| 18   | <b>Q096</b> | 6.26                      | Performance-oriented - Sets high standards of performance  | 0.8 |
| 19   | <b>Q030</b> | 6.09                      | Collaborative - Works jointly with others  | 0.8 |
| 20   | <b>Q024</b> | 1.34                      | Tyrannical - Acts like a tyrant or despot; imperious, dictatorial, authoritative                 | 0.8 |
| 21   | <b>Q080</b> | 6.43                      | Excellence-Oriented - Strives for excellence in performance of self and subordinates             | 0.8 |
| 22   | <b>Q040</b> | 5.13                      | Generous - Willing to give time, money, resources and help to others                             | 0.8 |
| 23   | <b>Q066</b> | 6.03                      | Foresight - Anticipates possible future events   | 0.8 |
| 24   | <b>Q067</b> | 6.12                      | Plans ahead - Anticipates and prepares in advance  | 0.8 |
| 25   | <b>Q017</b> | 5.43                      | Worldly - Interested in temporal events, has a world outlook                                     | 0.8 |
| 26   | <b>Q041</b> | 4.60                      | Formal - Acts in accordance with rules, convention and ceremonies                                | 0.8 |
| 27   | <b>Q058</b> | 5.49                      | Organized Well organized, methodical, orderly  | 0.8 |
| 28   | <b>Q011</b> | 6.43                      | Improvement-Oriented - Seeks continuous performance improvement                                  | 0.8 |
| 29   | <b>Q034</b> | 5.41                      | Orderly - Is organized and methodological in work  | 0.9 |
| 30   | <b>Q016</b> | 6.78                      | Trustworthy - Deserves trust, can be believed and relied upon to keep his/her word               | 0.9 |
| 31   | <b>Q073</b> | 3.30                      | Habitual - Given to a constant, regular routine  | 0.9 |

## Leadership Fit Questions ranked by Greatest Fit

| Rank | Item | Value | Question Description   | Gap |
|------|------|-------|--|-----|
| 32   | Q111 | 3.26  | Individualistic - Behaves in a different manner than peers   | 0.9 |
| 33   | Q005 | 6.36  | Positive - Generally optimistic and confident  | 0.9 |
| 34   | Q107 | 6.10  | Future-oriented - Makes plans and takes actions based on future goals  | 0.9 |
| 35   | Q020 | 6.34  | Just - Acts according to what is right or fair   | 0.9 |
| 36   | Q075 | 6.06  | Able to Anticipate - Able to successfully anticipate future needs  | 0.9 |
| 37   | Q078 | 5.78  | Convincing - Unusually able to persuade others of his/her viewpoint  | 0.9 |
| 38   | Q051 | 5.12  | Compassionate - Has empathy for others, inclined to be helpful or show mercy                                       | 0.9 |
| 39   | Q015 | 6.56  | Sincere - Means what he/she says, earnest  | 0.9 |
| 40   | Q065 | 3.97  | Status-conscious - Aware of others' socially accepted status   | 0.9 |
| 41   | Q039 | 4.35  | Fraternal - Tends to be a good friend of subordinates  | 0.9 |
| 42   | Q095 | 1.73  | Cynical - Tends to believe the worst about people and events   | 0.9 |
| 43   | Q045 | 5.70  | Consultative - Consults with others before making plans or taking action   | 0.9 |
| 44   | Q009 | 1.81  | Ruthless - Punitive; Having no pity or compassion  | 0.9 |
| 45   | Q083 | 5.99  | Group-Oriented - Concerned with the welfare of the group   | 0.9 |
| 46   | Q103 | 5.78  | Willful - Strong-willed, determined, resolute, persistent  | 0.9 |
| 47   | Q112 | 3.46  | Ritualistic - Uses a prescribed order to carry out procedures  | 0.9 |
| 48   | Q061 | 6.03  | Effective bargainer - Is able to negotiate effectively, able to make transactions with others on favorable terms   | 0.9 |
| 49   | Q093 | 1.91  | Elitist - Believes that a small number of people with similar backgrounds are superior and should enjoy privilege  | 0.9 |
| 50   | Q074 | 4.56  | Self-effacing - Presents themselves in a modest way  | 0.9 |
| 51   | Q052 | 5.14  | Subdued - Suppressed, quiet, tame  | 1.0 |
| 52   | Q033 | 1.66  | Arrogant - Presumptuous or overbearing   | 1.0 |
| 53   | Q053 | 1.65  | Egocentric - Self-absorbed, thoughts focus mostly on one's self  | 1.0 |
| 54   | Q044 | 6.12  | Decisive - Makes decisions firmly and quickly  | 1.0 |
| 55   | Q092 | 5.50  | Coordinator - Integrates and manages work of subordinates  | 1.0 |
| 56   | Q055 | 2.05  | Distant - Aloof, stands off from others, difficult to become friends with  | 1.0 |
| 57   | Q070 | 2.30  | Non-egalitarian - Believes that all individuals are not equal and only some should have equal rights and privilege | 1.0 |
| 58   | Q084 | 3.73  | Class Conscious - Is conscious of class and status boundaries and acts accordingly                                 | 1.0 |
| 59   | Q038 | 1.97  | Asocial - Avoids people or groups, prefers own company   | 1.0 |
| 60   | Q022 | 6.34  | Clear - Easily understood  | 1.0 |
| 61   | Q062 | 2.19  | Egotistical - Conceited, convinced of own abilities  | 1.0 |
| 62   | Q042 | 5.23  | Modest - Does not boast, presents self in a humble manner  | 1.0 |
| 63   | Q079 | 6.26  | Communicative - Communicates with others frequently  | 1.0 |

## Leadership Fit Questions ranked by Greatest Fit

| Rank | Item        | Value | Question Description  | Gap |
|------|-------------|-------|---|-----|
| 64   | <b>Q021</b> | 6.19  | Win/win problem-solver - Able to identify solutions which satisfy individuals with diverse and conflicting interests      | 1.0 |
| 65   | <b>Q013</b> | 6.30  | Anticipatory - Anticipates, attempts to forecast events, considers what will happen in the future                         | 1.0 |
| 66   | <b>Q090</b> | 5.02  | Intra-group face saver - Ensures that other group members are not embarrassed or shamed                                   | 1.0 |
| 67   | <b>Q028</b> | 5.44  | Loyal - Stays with and supports friends even when they have substantial problems or difficulties                          | 1.0 |
| 68   | <b>Q054</b> | 2.28  | Non-explicit - Subtle, does not communicate explicitly, communicates by metaphor, et allegory, et example                 | 1.0 |
| 69   | <b>Q072</b> | 2.56  | Indirect - Does not go straight to the point, uses metaphors and examples to communicate                                  | 1.1 |
| 70   | <b>Q027</b> | 2.80  | Provocateur - Stimulates unrest   | 1.1 |
| 71   | <b>Q048</b> | 6.10  | Enthusiastic - Demonstrates and imparts strong positive emotions for work   | 1.1 |
| 72   | <b>Q019</b> | 5.66  | Administratively Skilled - Able to plan, organize, coordinate and control work of large numbers (over 75) of individuals  | 1.1 |
| 73   | <b>Q001</b> | 6.24  | Diplomatic - Skilled at interpersonal relations, tactful  | 1.1 |
| 74   | <b>Q069</b> | 2.85  | Individually-Oriented - Concerned with and places high value on preserving individual rather than group needs             | 1.1 |
| 75   | <b>Q010</b> | 2.01  | Tender - Easily hurt or offended  | 1.1 |
| 76   | <b>Q071</b> | 5.82  | Intuitive - Has extra insight   | 1.1 |
| 77   | <b>Q110</b> | 1.76  | Dictatorial - Forces her/his values and opinions on others  | 1.1 |
| 78   | <b>Q091</b> | 6.35  | Dynamic - Highly involved, energetic, enthused, motivated   | 1.1 |
| 79   | <b>Q036</b> | 2.10  | Autocratic - Makes decisions in dictatorial way   | 1.1 |
| 80   | <b>Q087</b> | 5.68  | Patient - Has and shows patience  | 1.1 |
| 81   | <b>Q077</b> | 4.76  | Sensitive - Aware of slight changes in other's moods, restricts discussion to prevent embarrassment                       | 1.1 |
| 82   | <b>Q047</b> | 1.87  | Loner - Works and acts separately from others   | 1.1 |
| 83   | <b>Q056</b> | 6.23  | Intellectually stimulating -Encourages others to think and use their minds; challenges beliefs, stereotypes and attitudes | 1.1 |
| 84   | <b>Q100</b> | 1.71  | Non-delegater - Unwilling or unable to relinquish control of projects or tasks  | 1.1 |
| 85   | <b>Q102</b> | 6.20  | Visionary - Has a vision and imagination of the future  | 1.1 |
| 86   | <b>Q082</b> | 6.36  | Confidence builder - Instills others with confidence by showing confidence in them  | 1.2 |
| 87   | <b>Q026</b> | 5.73  | Calm - Not easily distressed  | 1.2 |
| 88   | <b>Q046</b> | 1.80  | Irritable - Moody; easily agitated  | 1.2 |
| 89   | <b>Q031</b> | 6.34  | Encouraging - Gives courage, confidence or hope through reassuring and advising   | 1.2 |
| 90   | <b>Q104</b> | 1.99  | Ruler - Is in charge and does not tolerate disagreement or questioning, gives orders                                      | 1.2 |
| 91   | <b>Q101</b> | 2.03  | Avoids negatives - Avoids saying no to another when requested to do something, even when it cannot be done                | 1.2 |
| 92   | <b>Q094</b> | 6.39  | Team builder - Able to induce group members to work together  | 1.2 |
| 93   | <b>Q003</b> | 5.73  | Mediator - Intervenes to solve conflicts between individuals  | 1.2 |
| 94   | <b>Q004</b> | 2.16  | Bossy - Tells subordinates what to do in a commanding way   | 1.2 |
| 95   | <b>Q057</b> | 3.30  | Cautious - Proceeds/performs with great care and does not take risks  | 1.2 |

### Leadership Fit Questions ranked by Greatest Fit

| Rank | Item        | Value | Question Description   | Gap |
|------|-------------|-------|--|-----|
| 96   | <b>Q006</b> | 4.03  | Intra-group competitor - Tries to exceed the performance of others in his or her group                               | 1.3 |
| 97   | <b>Q008</b> | 4.18  | Independent - Does not rely on others; self-governing  | 1.3 |
| 98   | <b>Q099</b> | 1.99  | Micro-manager - An extremely close supervisor, one who insists on making all decisions                               | 1.3 |
| 99   | <b>Q025</b> | 5.99  | Integrator - Integrates people or things into cohesive, working whole  | 1.3 |
| 100  | <b>Q086</b> | 5.22  | Self-sacrificial - Foregoes self-interests and makes personal sacrifices in the interest of a goal or vision         | 1.3 |
| 101  | <b>Q014</b> | 4.31  | Risk taker - Willing to invest major resources in endeavors that do not have high probability of being successful    | 1.3 |
| 102  | <b>Q098</b> | 5.98  | Motivational - Stimulates others to put forth efforts above and beyond the call of duty and make personal sacrifices | 1.3 |
| 103  | <b>Q018</b> | 3.34  | Intra-group Conflict Avoider - Avoids disputes with members of his or her group                                      | 1.3 |
| 104  | <b>Q007</b> | 3.78  | Autonomous - Acts independently, does not rely on others   | 1.3 |
| 105  | <b>Q032</b> | 6.31  | Morale booster - Increases morale of subordinates by offering encouragement, praise, and/or by being confident       | 1.3 |
| 106  | <b>Q023</b> | 2.15  | Self-interested - Pursues own best interests   | 1.3 |
| 107  | <b>Q037</b> | 1.94  | Secretive - Tends to conceal information from others   | 1.3 |
| 108  | <b>Q089</b> | 2.63  | Domineering - Inclined to dominate others  | 1.3 |
| 109  | <b>Q076</b> | 6.23  | Motive Arouser - Mobilizes and activates followers   | 1.4 |
| 110  | <b>Q002</b> | 2.87  | Evasive- Refrains from making negative comments to maintain good relationships and save face                         | 1.4 |
| 111  | <b>Q049</b> | 2.50  | Risk averse - Avoids taking risks, dislikes risk   | 1.5 |
| 112  | <b>Q012</b> | 6.61  | Inspirational - Inspires emotions, beliefs, values, and behaviors of others, inspires others to be motivated to work | 1.7 |