



Survey on the Characteristics of Organizational  
Culture in Korea, 2003

**CODE BOOK**

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SURVEY ON THE CHARACTERISTICS OF ORGANIZATIONAL CULTURE IN  
KOREA, 2003 CODE BOOK

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## Study Description

<i>Study Title:</i>	Survey on the Characteristics of Organizational Culture in Korea, 2003
<i>Fieldwork Dates:</i>	July, 2003 ~ August, 2003
<i>Principal Investigator:</i>	Cho, Sung-Nam
<i>Producers:</i>	Department of Sociology at Ewha Womans University
<i>Sample Type:</i>	Purposive sampling
<i>Fieldwork Institute:</i>	Hyundae Research
<i>Fieldwork Methods:</i>	Self-administered
<i>Number of Cases:</i>	309 (valid)
<i>Geographic Coverage:</i>	Seoul and Gyeonggi
<i>Universe:</i>	Management, officer, supervisor, clerk
<i>Distributor:</i>	Korea Social Science Data Archive (KOSSDA)

## Please note

In the codebook, each frequency table consists of a variable name, question, and frequency table. The first column, RESPONSE, indicates response categories and the second column, PUNCH, is a value for each response category. The third and fourth columns, FREQ and PERCENT, show the number of individuals and percentage of individuals belonging to a specific response category. The last column VALID % is the percentage of individuals who are assigned to a specific response category without missing data, such as DK (Don't know), NA (No answer), and NAP (Not applicable).

**company**      **Classification of companies**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Large corporation	1	152	49.2	49.2
Small and medium sized businesses	2	10	3.2	3.2
Small business	3	91	29.4	29.4
Public corporation	4	12	3.9	3.9
Foreign-owned corporation	5	17	5.5	5.5
Other	6	20	6.5	6.5
NA	9	7	2.3	2.3
Total		309	100.0	100.0

**q1**      **Respondent: Sex**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Male	1	196	63.4	63.4
Female	2	113	36.6	36.6
Total		309	100.0	100.0

**q2**      **Respondent: Age**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
21	21	9	2.9	2.9
22	22	2	0.6	0.6
23	23	8	2.6	2.6
24	24	9	2.9	2.9
25	25	10	3.2	3.2
26	26	14	4.5	4.5
27	27	11	3.6	3.6
28	28	15	4.9	4.9
29	29	17	5.5	5.5
30	30	14	4.5	4.5
31	31	11	3.6	3.6
32	32	13	4.2	4.2
33	33	13	4.2	4.2
34	34	17	5.5	5.5
35	35	15	4.9	4.9
36	36	11	3.6	3.6

37	37	10	3.2	3.2
38	38	17	5.5	5.5
39	39	12	3.9	3.9
40	40	16	5.2	5.2
41	41	8	2.6	2.6
42	42	10	3.2	3.2
43	43	7	2.3	2.3
44	44	5	1.6	1.6
45	45	5	1.6	1.6
46	46	6	1.9	1.9
47	47	7	2.3	2.3
48	48	1	0.3	0.3
50	50	2	0.6	0.6
51	51	3	1.0	1.0
52	52	3	1.0	1.0
53	53	1	0.3	0.3
55	55	1	0.3	0.3
56	56	1	0.3	0.3
57	57	2	0.6	0.6
59	59	1	0.3	0.3
60	60	1	0.3	0.3
NA	99	1	0.3	0.3
Total		309	100.0	100.0

**q3 Respondent: Highest level of education**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
High school (graduated or dropped out)	2	75	24.3	24.3
Two-year/four-year college (graduated or dropped out)	3	198	64.1	64.1
Graduate school or higher	4	36	11.7	11.7
Total		309	100.0	100.0

**q4 Respondent: Marital status**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Never married	1	113	36.6	36.6
Married	2	192	62.1	62.1
Divorced	3	4	1.3	1.3
Total		309	100.0	100.0

**q5 Respondent: Religion**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Buddhist	1	52	16.8	16.8
Protestant	2	96	31.1	31.1
Catholic	3	33	10.7	10.7
No religion	4	123	39.8	39.8
Other	5	5	1.6	1.6
Total		309	100.0	100.0

**q6 Amount of monthly income**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
1,000,000 won or below	1	39	12.6	12.6
2,000,000 won	2	147	47.6	47.6
3,000,000 won	3	77	24.9	24.9
4,000,000 won	4	32	10.4	10.4
5,000,000 won or more	5	11	3.6	3.6
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**q7 Respondent: Current residence**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Seoul, Gangnam	1	112	36.2	36.2
Seoul, Gangbuk	2	105	34.0	34.0
Gyeonggi-do	3	52	16.8	16.8
Other region	4	40	12.9	12.9
Total		309	100.0	100.0

**q8 Number of months employed at current workplace**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
0	0	5	1.6	1.6
1	1	7	2.3	2.3
2	2	5	1.6	1.6
3	3	4	1.3	1.3
4	4	3	1.0	1.0
5	5	5	1.6	1.6

6	6	11	3.6	3.6
7	7	1	0.3	0.3
8	8	4	1.3	1.3
9	9	2	0.6	0.6
10	10	5	1.6	1.6
11	11	3	1.0	1.0
12	12	9	2.9	2.9
14	14	8	2.6	2.6
15	15	4	1.3	1.3
16	16	5	1.6	1.6
18	18	10	3.2	3.2
19	19	1	0.3	0.3
20	20	5	1.6	1.6
21	21	2	0.6	0.6
22	22	3	1.0	1.0
24	24	8	2.6	2.6
25	25	1	0.3	0.3
26	26	1	0.3	0.3
27	27	3	1.0	1.0
28	28	1	0.3	0.3
29	29	5	1.6	1.6
30	30	9	2.9	2.9
31	31	3	1.0	1.0
33	33	1	0.3	0.3
36	36	10	3.2	3.2
37	37	3	1.0	1.0
38	38	4	1.3	1.3
40	40	2	0.6	0.6
41	41	4	1.3	1.3
42	42	3	1.0	1.0
44	44	3	1.0	1.0
45	45	1	0.3	0.3
46	46	2	0.6	0.6
48	48	5	1.6	1.6
53	53	1	0.3	0.3
54	54	1	0.3	0.3

55	55	1	0.3	0.3
56	56	3	1.0	1.0
60	60	8	2.6	2.6
62	62	3	1.0	1.0
63	63	1	0.3	0.3
65	65	3	1.0	1.0
71	71	1	0.3	0.3
72	72	3	1.0	1.0
76	76	1	0.3	0.3
77	77	1	0.3	0.3
78	78	1	0.3	0.3
79	79	1	0.3	0.3
81	81	2	0.6	0.6
83	83	1	0.3	0.3
84	84	8	2.6	2.6
86	86	3	1.0	1.0
88	88	1	0.3	0.3
92	92	2	0.6	0.6
94	94	1	0.3	0.3
96	96	2	0.6	0.6
98	98	2	0.6	0.6
99	99	1	0.3	0.3
102	102	1	0.3	0.3
104	104	3	1.0	1.0
106	106	3	1.0	1.0
107	107	2	0.6	0.6
108	108	3	1.0	1.0
110	110	1	0.3	0.3
115	115	1	0.3	0.3
120	120	13	4.2	4.2
121	121	3	1.0	1.0
122	122	1	0.3	0.3
124	124	1	0.3	0.3
125	125	1	0.3	0.3
126	126	1	0.3	0.3
128	128	1	0.3	0.3



129	129	1	0.3	0.3
132	132	2	0.6	0.6
134	134	1	0.3	0.3
140	140	1	0.3	0.3
144	144	2	0.6	0.6
146	146	1	0.3	0.3
150	150	1	0.3	0.3
156	156	2	0.6	0.6
163	163	1	0.3	0.3
164	164	1	0.3	0.3
166	166	1	0.3	0.3
168	168	2	0.6	0.6
170	170	1	0.3	0.3
171	171	2	0.6	0.6
174	174	2	0.6	0.6
176	176	1	0.3	0.3
179	179	1	0.3	0.3
180	180	4	1.3	1.3
181	181	1	0.3	0.3
186	186	2	0.6	0.6
190	190	1	0.3	0.3
192	192	2	0.6	0.6
204	204	1	0.3	0.3
206	206	1	0.3	0.3
210	210	1	0.3	0.3
219	219	2	0.6	0.6
220	220	1	0.3	0.3
224	224	1	0.3	0.3
228	228	1	0.3	0.3
240	240	5	1.6	1.6
248	248	1	0.3	0.3
249	249	1	0.3	0.3
261	261	1	0.3	0.3
268	268	1	0.3	0.3
312	312	1	0.3	0.3
Total		309	100.0	100.0

**q9      Number of months in current occupation**

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
0	0	7	2.3	2.3
1	1	1	0.3	0.3
2	2	4	1.3	1.3
3	3	5	1.6	1.6
4	4	1	0.3	0.3
5	5	2	0.6	0.6
6	6	9	2.9	2.9
7	7	1	0.3	0.3
8	8	1	0.3	0.3
10	10	5	1.6	1.6
11	11	2	0.6	0.6
12	12	9	2.9	2.9
14	14	4	1.3	1.3
15	15	2	0.6	0.6
16	16	2	0.6	0.6
18	18	6	1.9	1.9
19	19	1	0.3	0.3
20	20	5	1.6	1.6
21	21	2	0.6	0.6
22	22	2	0.6	0.6
24	24	6	1.9	1.9
25	25	1	0.3	0.3
26	26	3	1.0	1.0
28	28	1	0.3	0.3
29	29	3	1.0	1.0
30	30	7	2.3	2.3
31	31	1	0.3	0.3
33	33	1	0.3	0.3
36	36	11	3.6	3.6
37	37	2	0.6	0.6
38	38	4	1.3	1.3
40	40	2	0.6	0.6
41	41	1	0.3	0.3

42	42	5	1.6	1.6
44	44	2	0.6	0.6
46	46	2	0.6	0.6
48	48	3	1.0	1.0
51	51	1	0.3	0.3
53	53	4	1.3	1.3
54	54	2	0.6	0.6
55	55	1	0.3	0.3
56	56	3	1.0	1.0
60	60	11	3.6	3.6
63	63	2	0.6	0.6
65	65	1	0.3	0.3
72	72	2	0.6	0.6
77	77	2	0.6	0.6
79	79	2	0.6	0.6
81	81	4	1.3	1.3
84	84	10	3.2	3.2
86	86	4	1.3	1.3
88	88	1	0.3	0.3
92	92	2	0.6	0.6
95	95	1	0.3	0.3
96	96	1	0.3	0.3
98	98	1	0.3	0.3
100	100	1	0.3	0.3
102	102	2	0.6	0.6
104	104	3	1.0	1.0
106	106	3	1.0	1.0
107	107	1	0.3	0.3
108	108	5	1.6	1.6
110	110	1	0.3	0.3
114	114	1	0.3	0.3
115	115	1	0.3	0.3
120	120	18	5.8	5.8
121	121	2	0.6	0.6
122	122	1	0.3	0.3
123	123	1	0.3	0.3

124	124	1	0.3	0.3
125	125	1	0.3	0.3
126	126	2	0.6	0.6
128	128	1	0.3	0.3
129	129	1	0.3	0.3
132	132	2	0.6	0.6
134	134	1	0.3	0.3
135	135	1	0.3	0.3
140	140	3	1.0	1.0
144	144	3	1.0	1.0
145	145	1	0.3	0.3
147	147	2	0.6	0.6
149	149	1	0.3	0.3
150	150	1	0.3	0.3
156	156	2	0.6	0.6
161	161	1	0.3	0.3
163	163	1	0.3	0.3
164	164	1	0.3	0.3
166	166	1	0.3	0.3
168	168	3	1.0	1.0
170	170	1	0.3	0.3
171	171	2	0.6	0.6
174	174	3	1.0	1.0
176	176	1	0.3	0.3
180	180	8	2.6	2.6
181	181	1	0.3	0.3
183	183	1	0.3	0.3
186	186	1	0.3	0.3
190	190	1	0.3	0.3
192	192	4	1.3	1.3
197	197	1	0.3	0.3
206	206	1	0.3	0.3
210	210	1	0.3	0.3
218	218	1	0.3	0.3
219	219	3	1.0	1.0
220	220	1	0.3	0.3

226	226	1	0.3	0.3
228	228	1	0.3	0.3
233	233	1	0.3	0.3
240	240	6	1.9	1.9
244	244	3	1.0	1.0
248	248	2	0.6	0.6
257	257	1	0.3	0.3
259	259	1	0.3	0.3
268	268	1	0.3	0.3
276	276	1	0.3	0.3
288	288	1	0.3	0.3
312	312	2	0.6	0.6
330	330	1	0.3	0.3
336	336	1	0.3	0.3
360	360	2	0.6	0.6
366	366	1	0.3	0.3
376	376	1	0.3	0.3
Total		309	100.0	100.0

**job1      Business: Job and type of occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Businesses and organizations

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Business employing more than 100 employees	1	149	48.2	57.5
Business employing more than 50 but less than 100 employees	2	12	3.9	4.6
Business employing less than 49 but more than 20 employees	3	16	5.2	6.2
Business employing less than 19 employees	4	58	18.8	22.4
Bank	5	19	6.1	7.3
NA	99	5	1.6	1.9
		259	83.8	100.0
System missing		50	16.2	
Total		309	100.0	100.0

**job2 Business: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Businesses and organization

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
CEO, president, owner	1	7	2.3	2.7
Director level executive	2	15	4.9	5.8
Head of department	3	21	6.8	8.1
Manager	4	60	19.4	23.2
Assistant manager	5	57	18.4	22.0
Office worker	6	86	27.8	33.2
Plant/factory manager	16	1	0.3	0.4
Security guard	17	2	0.6	0.8
Skilled worker	18	1	0.3	0.4
Temporary employee	19	1	0.3	0.4
Deputy head of department	20	1	0.3	0.4
Data processing	21	1	0.3	0.4
Insurance sales person	22	1	0.3	0.4
NA	99	5	1.6	1.9
		259	83.8	100.0
System missing		50	16.2	
Total		309	100.0	100.0

**job3 Government administration: Job and type of occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Businesses and organizations

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Administrative officer	1	5	1.6	100.0
System missing		304	98.4	
Total		309	100.0	100.0

**job4      Government administration: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Businesses and organization

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Pubic officer grade 4-5	3	2	0.6	40.0
Public officer below grade 6	4	3	1.0	60.0
		5	1.6	100.0
System missing		304	98.4	
Total		309	100.0	100.0

**job5      Professional: Job and type of occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Government administration

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
General (Professor, accountant, judge, prosecutor, lawyer, artist, journalist etc.)	1	2	0.6	11.1
School and education related profession	2	10	3.2	55.6
Health care related profession	3	6	1.9	33.3
		18	5.8	100.0
System missing		291	94.2	
Total		309	100.0	100.0

**job6      Professional-General: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Government administration

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Accountant	3	1	0.3	50.0
Reporter	5	1	0.3	50.0
		2	0.6	100.0
System missing		307	99.4	
Total		309	100.0	100.0

**job7 Professional-Education: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Professional

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
College professor and lecturer, researcher	1	2	0.6	22.2
teacher	2	2	0.6	22.2
Private instructor, etc.	3	3	1.0	33.3
School staff	44	2	0.6	22.2
		9	2.9	100.0
System missing		300	97.1	
Total		309	100.0	100.0

**job8 Professional-Health: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Professional

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Doctor	1	1	0.3	16.7
Nurse	2	5	1.6	83.3
		6	1.9	100.0
System missing		303	98.1	
Total		309	100.0	100.0

**job9 Professional-Other: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Social organizations and other general organizations

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
(Unknown)	2	1	0.3	25.0
(Unknown)	31	3	1.0	75.0
		4	1.3	100.0
System missing		305	98.7	
Total		309	100.0	100.0



**job10 Social organization: Job and type of occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Social organizations and other general organizations

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
United Automobile Workers	2	3	1.0	100.0
System missing		306	99.0	
Total		309	100.0	100.0

**job11 Social organization: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Self employment

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
General management	2	3	1.0	100.0
System missing		306	99.0	
Total		309	100.0	100.0

**job12 Self-employed: Job and type of occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Self employment

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Owner of private business or store with less than 9 employees	1	5	1.6	35.7
Service worker (store, restaurant, hair salon, barbershop etc.)	2	2	0.6	14.3
General sales person	3	7	2.3	50.0
		14	4.5	100.0
System missing		295	95.5	
Total		309	100.0	100.0

**job13 Self-employed(1): Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Construction and transportation

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
(Unknown)	7	1	0.3	20.0
(Unknown)	8	1	0.3	20.0
(Unknown)	9	1	0.3	20.0
(Unknown)	39	1	0.3	20.0
(Unknown)	99	1	0.3	20.0
		5	1.6	100.0
System missing		304	98.4	
Total		309	100.0	100.0

**job14 Self-employed(2): Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Construction and transportation

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
(Unknown)	1	1	0.3	50.0
(Unknown)	12	1	0.3	50.0
		2	0.6	100.0
System missing		307	99.4	
Total		309	100.0	100.0

**job15 Self-employed(3): Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Manufacturing and technical

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
(Unknown)	4	1	0.3	14.3
(Unknown)	7	1	0.3	14.3
(Unknown)	10	2	0.6	28.6
(Unknown)	11	1	0.3	14.3
(Unknown)	13	2	0.6	28.6
		7	2.3	100.0
System missing		302	97.7	
Total		309	100.0	100.0

**job16 Construction/Transportation: Job and type of occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Manufacturing and technical

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Construction, machinery and transportation related administration, administrative position	1	1	0.3	33.3
Transportation related professional such as pilot, vessel operator etc.	2	1	0.3	33.3
Driver, flight attendant	3	1	0.3	33.3
		3	1.0	100.0
System missing		306	99.0	
Total		309	100.0	100.0

**job17 Construction/Transportation: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Other

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Trailer owner driver	32	1	0.3	33.3
Driver	33	1	0.3	33.3
NA	99	1	0.3	33.3
		3	1.0	100.0
System missing		306	99.0	
Total		309	100.0	100.0

**job18 Manufacturing: Job and type of occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

2) Position and specific occupation - Other

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Various technical workers	3	3	1.0	100.0
System missing		306	99.0	
Total		309	100.0	100.0

**job19 Manufacturing: Position and specific occupation**

Q10. What is your current job or type of occupation? Please mark your occupation and position with a ✓. In case of other, please write specifically within the (parenthesis).

1) Job and type of occupation - Unemployed

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Garment sewing	37	2	0.6	66.7
Electronics assembly	38	1	0.3	33.3
		3	1.0	100.0
System missing		306	99.0	
Total		309	100.0	100.0

**a1 R likes work rewarding and meaningful**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

1. In choosing a job I like work that is rewarding and meaningful rather than a job which is just high paying.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	5	1.6	1.6
Somewhat disagree	2	29	9.4	9.4
Neither agree nor disagree	3	75	24.3	24.3
Somewhat agree	4	125	40.5	40.5
Strongly agree	5	75	24.3	24.3
Total		309	100.0	100.0

**a2 Relationships are more important than rules**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

2. I think relationships are more important than rules.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	15	4.9	4.9
Neither agree nor disagree	3	71	23.0	23.0
Somewhat agree	4	155	50.2	50.2
Strongly agree	5	67	21.7	21.7
Total		309	100.0	100.0

**a3 Work is done better collectively**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.  
3. Work is done better collectively, and responsibility should also be shared.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	23	7.4	7.4
Neither agree nor disagree	3	85	27.5	27.5
Somewhat agree	4	145	46.9	46.9
Strongly agree	5	55	17.8	17.8
Total		309	100.0	100.0

**a4 Children should learn to fulfill obligations first**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.  
4. Children should be taught to fulfill their obligations first rather than to do what they want.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	34	11.0	11.0
Neither agree nor disagree	3	62	20.1	20.1
Somewhat agree	4	141	45.6	45.6
Strongly agree	5	69	22.3	22.3
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a5 R likes occupation which ensures stable life**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.  
5. I like an occupation which ensures a stable life.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	9	2.9	2.9
Neither agree nor disagree	3	46	14.9	14.9
Somewhat agree	4	112	36.2	36.2
Strongly agree	5	139	45.0	45.0
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**a6 Hierarchy in human relations is natural**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

6. I think of the hierarchy which appears in human relations as natural and respect it.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	15	4.9	4.9
Neither agree nor disagree	3	67	21.7	21.7
Somewhat agree	4	157	50.8	50.8
Strongly agree	5	67	21.7	21.7
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a7 Possessions represent how well R is living**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

7. The materials I own represents how well I am living my life.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	52	16.8	16.8
Neither agree nor disagree	3	118	38.2	38.2
Somewhat agree	4	109	35.3	35.3
Strongly agree	5	19	6.1	6.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a8 One suffers losses when obey law**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

8. I think you suffer losses when you obey the law.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	12	3.9	3.9
Somewhat disagree	2	71	23.0	23.0
Neither agree nor disagree	3	115	37.2	37.2
Somewhat agree	4	100	32.4	32.4
Strongly agree	5	11	3.6	3.6
Total		309	100.0	100.0

**a9 R often uses word "we" in conversations**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

9. I often use the word "we" in conversations.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	24	7.8	7.8
Neither agree nor disagree	3	98	31.7	31.7
Somewhat agree	4	149	48.2	48.2
Strongly agree	5	33	10.7	10.7
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a10 R is influenced by opinions of others around R**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

10. I am often more influenced by the opinions of others around me rather than by my own opinion.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	6	1.9	1.9
Somewhat disagree	2	54	17.5	17.5
Neither agree nor disagree	3	110	35.6	35.6
Somewhat agree	4	113	36.6	36.6
Strongly agree	5	25	8.1	8.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a11 R would choose job with high income**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

11. Regardless of the type of work, I would choose a job with a high income.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	26	8.4	8.4
Somewhat disagree	2	95	30.7	30.7
Neither agree nor disagree	3	100	32.4	32.4
Somewhat agree	4	68	22.0	22.0
Strongly agree	5	20	6.5	6.5
Total		309	100.0	100.0

**a12 Individual's private life is more important than job**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

12. An individual's private life is more important than a job.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	70	22.7	22.7
Neither agree nor disagree	3	131	42.4	42.4
Somewhat agree	4	92	29.8	29.8
Strongly agree	5	14	4.5	4.5
Total		309	100.0	100.0

**a13 R doesn't judge value of person by material things**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

13. I do not judge the value of a person by the material things they own.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	19	6.1	6.1
Neither agree nor disagree	3	84	27.2	27.2
Somewhat agree	4	124	40.1	40.1
Strongly agree	5	80	25.9	25.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a14 It is important to teach children to do what they want**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

14. It is important to teach children to be able to do what they want.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	6	1.9	1.9
Neither agree nor disagree	3	46	14.9	14.9
Somewhat agree	4	129	41.7	41.7
Strongly agree	5	128	41.4	41.4
Total		309	100.0	100.0



**a15 Occupation with bright future is better**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

15. Even if it is somewhat risky, an occupation with a bright future is better.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	5	1.6	1.6
Somewhat disagree	2	22	7.1	7.1
Neither agree nor disagree	3	101	32.7	32.7
Somewhat agree	4	147	47.6	47.6
Strongly agree	5	33	10.7	10.7
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a16 People can do work better as an individual**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

16. People are able to accomplish their work better and more rationally as an individual and it is better to be given sole responsibility.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	9	2.9	2.9
Somewhat disagree	2	71	23.0	23.0
Neither agree nor disagree	3	127	41.1	41.1
Somewhat agree	4	88	28.5	28.5
Strongly agree	5	13	4.2	4.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a17 Recommendation of expert can be trusted**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

17. The recommendations of an expert or prominent figure can be trusted.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	9	2.9	2.9
Somewhat disagree	2	37	12.0	12.0
Neither agree nor disagree	3	114	36.9	36.9
Somewhat agree	4	135	43.7	43.7
Strongly agree	5	13	4.2	4.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a18 R likes to live according to own style**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

18. I like to live according to my own style regardless of what other people say.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	20	6.5	6.5
Somewhat disagree	2	84	27.2	27.2
Neither agree nor disagree	3	102	33.0	33.0
Somewhat agree	4	85	27.5	27.5
Strongly agree	5	18	5.8	5.8
Total		309	100.0	100.0

**a19 R has to act out of convention to save face**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

19. I often have to act out of convention to save face rather than because I truly want to.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	19	6.1	6.1
Neither agree nor disagree	3	103	33.3	33.3
Somewhat agree	4	161	52.1	52.1
Strongly agree	5	23	7.4	7.4
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a20 It is meaningless to be friend with someone without advantages**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

20. It is meaningless to become acquainted with someone without advantages.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	20	6.5	6.5
Somewhat disagree	2	92	29.8	29.8
Neither agree nor disagree	3	119	38.5	38.5
Somewhat agree	4	63	20.4	20.4
Strongly agree	5	14	4.5	4.5
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a21 R uses title which represents position in organization**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

21. I usually use a title, especially if it is one which substantiates my position within an organization (ex. Professor X, President Y, Executive Z etc.)

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	16	5.2	5.2
Somewhat disagree	2	46	14.9	14.9
Neither agree nor disagree	3	123	39.8	39.8
Somewhat agree	4	106	34.3	34.3
Strongly agree	5	16	5.2	5.2
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**a22 R cannot help but correct something that is wrong**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

22. I cannot help but correct something that is wrong even if it is someone else's work.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	56	18.1	18.1
Neither agree nor disagree	3	131	42.4	42.4
Somewhat agree	4	106	34.3	34.3
Strongly agree	5	12	3.9	3.9
Total		309	100.0	100.0

**a23 It is helpful to be humble in life**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

23. It is helpful in life to be humble rather than showing off oneself.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	29	9.4	9.4
Neither agree nor disagree	3	100	32.4	32.4
Somewhat agree	4	137	44.3	44.3
Strongly agree	5	40	12.9	12.9
Total		309	100.0	100.0

**a24 R will give up something R wants to do if family disagrees**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

24. I will give up something I want to do if my family does not want me to do it.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	12	3.9	3.9
Somewhat disagree	2	46	14.9	14.9
Neither agree nor disagree	3	109	35.3	35.3
Somewhat agree	4	125	40.5	40.5
Strongly agree	5	16	5.2	5.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**a25 It is best to document financial transactions**

A. How would you think and act regarding each of the following statements and situations? Please mark with a ✓ which most closely represents your own opinion or behavior.

25. It is best to document financial transactions even if it is between close acquaintances.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	28	9.1	9.1
Neither agree nor disagree	3	87	28.2	28.2
Somewhat agree	4	123	39.8	39.8
Strongly agree	5	68	22.0	22.0
Total		309	100.0	100.0

**b1 It is appropriate for people to be judged based on abilities**

B. How would you think and act regarding each of the following statements and situations?

1. It is appropriate for people to be judged differently according to the abilities they possess.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	14	4.5	4.5
Neither agree nor disagree	3	60	19.4	19.4
Somewhat agree	4	145	46.9	46.9
Strongly agree	5	87	28.2	28.2
Total		309	100.0	100.0

**b2 R follows group even if it differs from own opinion**

B. How would you think and act regarding each of the following statements and situations?

2. I want to follow the opinion of the group even if parts of it does not agree with my own opinion.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	8	2.6	2.6
Neither agree nor disagree	3	75	24.3	24.3
Somewhat agree	4	193	62.5	62.5
Strongly agree	5	30	9.7	9.7
Total		309	100.0	100.0

**b3 Success depends on luck**

B. How would you think and act regarding each of the following statements and situations?

3. Success hangs upon luck more so than on one's ability.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	92	29.8	29.8
Neither agree nor disagree	3	126	40.8	40.8
Somewhat agree	4	69	22.3	22.3
Strongly agree	5	9	2.9	2.9
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**b4 It is important to know backgrounds of someone R meets first time**

B. How would you think and act regarding each of the following statements and situations?

4. When meeting someone for the first time in order to properly converse with them it is important to know information such as age, school attended, place of residence, and hometown etc.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	25	8.1	8.1
Somewhat disagree	2	93	30.1	30.1
Neither agree nor disagree	3	114	36.9	36.9
Somewhat agree	4	66	21.4	21.4
Strongly agree	5	10	3.2	3.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b5 Responsibilities in workplace takes priority over personal affairs**

B. How would you think and act regarding each of the following statements and situations?  
5. Responsibilities in the workplace takes precedence over personal affairs.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	18	5.8	5.8
Neither agree nor disagree	3	94	30.4	30.4
Somewhat agree	4	152	49.2	49.2
Strongly agree	5	44	14.2	14.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b6 Someone credible is someone who takes contracts seriously**

B. How would you think and act regarding each of the following statements and situations?  
6. Someone with credibility is someone who takes their own word and contracts seriously.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	8	2.6	2.6
Neither agree nor disagree	3	42	13.6	13.6
Somewhat agree	4	134	43.4	43.4
Strongly agree	5	124	40.1	40.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b7 Adults' mistakes can be condoned easily**

B. How would you think and act regarding each of the following statements and situations?  
7. The mistakes of adults can be condoned more easily than the mistakes made by those who are younger.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	38	12.3	12.3
Somewhat disagree	2	103	33.3	33.3
Neither agree nor disagree	3	95	30.7	30.7
Somewhat agree	4	67	21.7	21.7
Strongly agree	5	6	1.9	1.9
Total		309	100.0	100.0

**b8 Today's rewards is more important than honor after death**

B. How would you think and act regarding each of the following statements and situations?

8. The actions and rewards of today is more important than honor after death.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	11	3.6	3.6
Neither agree nor disagree	3	69	22.3	22.3
Somewhat agree	4	127	41.1	41.1
Strongly agree	5	101	32.7	32.7
Total		309	100.0	100.0

**b9 It is rightful to obey social regulations**

B. How would you think and act regarding each of the following statements and situations?

9. It is rightful to obey social regulations even if personal sacrifices are made.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	30	9.7	9.7
Neither agree nor disagree	3	98	31.7	31.7
Somewhat agree	4	141	45.6	45.6
Strongly agree	5	37	12.0	12.0
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b10 Someone who can handle their affairs can handle social affairs**

B. How would you think and act regarding each of the following statements and situations?

10. Someone who is capable in taking care of their own affairs is able to take care of greater affairs in society.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	7	2.3	2.3
Neither agree nor disagree	3	64	20.7	20.7
Somewhat agree	4	142	46.0	46.0
Strongly agree	5	96	31.1	31.1
Total		309	100.0	100.0

**b11 R often uses word "I" when conversing**

B. How would you think and act regarding each of the following statements and situations?

11. I often use the word "I" when conversing.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	9	2.9	2.9
Somewhat disagree	2	75	24.3	24.3
Neither agree nor disagree	3	137	44.3	44.3
Somewhat agree	4	75	24.3	24.3
Strongly agree	5	12	3.9	3.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b12 External pressure affects decision making in organization**

B. How would you think and act regarding each of the following statements and situations?

12. When making decisions within an organization, outside pressure, or relations may have an influence.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	7	2.3	2.3
Somewhat disagree	2	32	10.4	10.4
Neither agree nor disagree	3	99	32.0	32.0
Somewhat agree	4	145	46.9	46.9
Strongly agree	5	25	8.1	8.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b13 It is natural to think of one's own interest first**

B. How would you think and act regarding each of the following statements and situations?

13. It is natural to think of one's own interest first in doing something.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	30	9.7	9.7
Neither agree nor disagree	3	100	32.4	32.4
Somewhat agree	4	140	45.3	45.3
Strongly agree	5	35	11.3	11.3
NA	9	1	0.3	0.3
Total		309	100.0	100.0



**b14 It is effective to get something done by someone higher up**

B. How would you think and act regarding each of the following statements and situations?

14. In this country, it is more effective to get something done by talking to someone higher up rather than meeting the appropriate person in charge.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	36	11.7	11.7
Neither agree nor disagree	3	65	21.0	21.0
Somewhat agree	4	149	48.2	48.2
Strongly agree	5	55	17.8	17.8
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b15 In maintaining relationships keeping face is necessary**

B. How would you think and act regarding each of the following statements and situations?

15. In maintaining good relationships keeping face is necessary.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	6	1.9	1.9
Somewhat disagree	2	41	13.3	13.3
Neither agree nor disagree	3	124	40.1	40.1
Somewhat agree	4	125	40.5	40.5
Strongly agree	5	13	4.2	4.2
Total		309	100.0	100.0

**b16 Capabilities are important to be promoted at work**

B. How would you think and act regarding each of the following statements and situations?

16. In order to be promoted at work achievements and capabilities are the most important.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	24	7.8	7.8
Neither agree nor disagree	3	70	22.7	22.7
Somewhat agree	4	149	48.2	48.2
Strongly agree	5	64	20.7	20.7
Total		309	100.0	100.0

**b17 R respects cool and calm behavior**

B. How would you think and act regarding each of the following statements and situations?  
17. I respect cool and calm behavior.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	10	3.2	3.2
Neither agree nor disagree	3	68	22.0	22.0
Somewhat agree	4	156	50.5	50.5
Strongly agree	5	73	23.6	23.6
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b18 R enjoys working in competition with others**

B. How would you think and act regarding each of the following statements and situations?  
18. I enjoy working in competition with others.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	6	1.9	1.9
Somewhat disagree	2	40	12.9	12.9
Neither agree nor disagree	3	116	37.5	37.5
Somewhat agree	4	122	39.5	39.5
Strongly agree	5	25	8.1	8.1
Total		309	100.0	100.0

**b19 Being personally acquainted affects business**

B. How would you think and act regarding each of the following statements and situations?  
19. Being personally acquainted will likely have an influence in doing business.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	15	4.9	4.9
Neither agree nor disagree	3	58	18.8	18.8
Somewhat agree	4	191	61.8	61.8
Strongly agree	5	43	13.9	13.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b20 R has to be excited to do good job**

B. How would you think and act regarding each of the following statements and situations?  
20. I have to be excited to do a good job.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	17	5.5	5.5
Neither agree nor disagree	3	68	22.0	22.0
Somewhat agree	4	141	45.6	45.6
Strongly agree	5	79	25.6	25.6
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**b21 In personal relationship it is natural to call name**

B. How would you think and act regarding each of the following statements and situations?  
21. In a personal relationship it is more natural to call one's name rather than a title.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	5	1.6	1.6
Somewhat disagree	2	34	11.0	11.0
Neither agree nor disagree	3	81	26.2	26.2
Somewhat agree	4	131	42.4	42.4
Strongly agree	5	58	18.8	18.8
Total		309	100.0	100.0

**b22 It is better to pay bills separately**

B. How would you think and act regarding each of the following statements and situations?  
22. It is better for each person to pay for one's own meal.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	38	12.3	12.3
Neither agree nor disagree	3	108	35.0	35.0
Somewhat agree	4	121	39.2	39.2
Strongly agree	5	37	12.0	12.0
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b23 R strictly adheres to senior-junior relationship**

B. How would you think and act regarding each of the following statements and situations?

23. I strictly adhere to the senior junior relationship at school and the relationship between superiors and subordinates in the workplace.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	18	5.8	5.8
Neither agree nor disagree	3	106	34.3	34.3
Somewhat agree	4	147	47.6	47.6
Strongly agree	5	38	12.3	12.3
Total		309	100.0	100.0

**b24 Legal contract should be easily changeable**

B. How would you think and act regarding each of the following statements and situations?

24. Even if it is a legal contract, it should be easily changeable.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	45	14.6	14.6
Somewhat disagree	2	116	37.5	37.5
Neither agree nor disagree	3	89	28.8	28.8
Somewhat agree	4	49	15.9	15.9
Strongly agree	5	10	3.2	3.2
Total		309	100.0	100.0

**b25 Even small illegality should not be overlooked**

B. How would you think and act regarding each of the following statements and situations?

25. Even a small illegality should not be hesitantly overlooked.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	5	1.6	1.6
Somewhat disagree	2	13	4.2	4.2
Neither agree nor disagree	3	81	26.2	26.2
Somewhat agree	4	149	48.2	48.2
Strongly agree	5	61	19.7	19.7
Total		309	100.0	100.0

**b26 It is natural to scold when subordinate acts disrespectfully**

B. How would you think and act regarding each of the following statements and situations?

26. It is natural to scold when a subordinate acts disrespectfully.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	12	3.9	3.9
Neither agree nor disagree	3	70	22.7	22.7
Somewhat agree	4	166	53.7	53.7
Strongly agree	5	59	19.1	19.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**b27 R likes to use expressions that are passionate**

B. How would you think and act regarding each of the following statements and situations?

27. I like to use expression that are passionate and lively rather than gentle and quiet.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	8	2.6	2.6
Neither agree nor disagree	3	83	26.9	26.9
Somewhat agree	4	157	50.8	50.8
Strongly agree	5	61	19.7	19.7
Total		309	100.0	100.0

**c1 Harmony is greatest value of all in work life**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.

1. Harmony is the greatest value of all in work life.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	9	2.9	2.9
Neither agree nor disagree	3	62	20.1	20.1
Somewhat agree	4	146	47.2	47.2
Strongly agree	5	91	29.4	29.4
Total		309	100.0	100.0

**c2 Promotion in workplace is decided based on background/gender**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
2. Promotions in the workplace are decided based on background or gender rather than abilities.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	18	5.8	5.8
Somewhat disagree	2	88	28.5	28.5
Neither agree nor disagree	3	111	35.9	35.9
Somewhat agree	4	83	26.9	26.9
Strongly agree	5	9	2.9	2.9
Total		309	100.0	100.0

**c3 Things work out better when R meets person in charge**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
3. Things work out better in resolving issues when you personally meet with the person in charge.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	17	5.5	5.5
Neither agree nor disagree	3	91	29.4	29.4
Somewhat agree	4	151	48.9	48.9
Strongly agree	5	46	14.9	14.9
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**c4 In workplace cooperation between departments is important**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
4. In the workplace cooperation between departments is more important than doing a good job alone.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3

Somewhat disagree	2	4	1.3	1.3
Neither agree nor disagree	3	61	19.7	19.7
Somewhat agree	4	163	52.8	52.8
Strongly agree	5	79	25.6	25.6
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**c5 Principles should be put first in making decisions in organization**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
5. In making decisions within an organization principles should be put first rather than the relationships between its members.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	37	12.0	12.0
Neither agree nor disagree	3	104	33.7	33.7
Somewhat agree	4	134	43.4	43.4
Strongly agree	5	32	10.4	10.4
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**c6 Sometimes R uses own money for work-related matter**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
6. Sometimes I use my own money for work related matter.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	12	3.9	3.9
Somewhat disagree	2	47	15.2	15.2
Neither agree nor disagree	3	92	29.8	29.8
Somewhat agree	4	139	45.0	45.0
Strongly agree	5	17	5.5	5.5
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**c7 R acts based on principles irrespective of situation**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
7. I like acting based on principles irrespective of the situation or other party involved.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	57	18.4	18.4
Neither agree nor disagree	3	126	40.8	40.8
Somewhat agree	4	107	34.6	34.6
Strongly agree	5	13	4.2	4.2
NA	9	4	1.3	1.3
Total		309	100.0	100.0

**c8 It is more realistic to have age-based salary system**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
8. It is more realistic to consider age and other elements rather than an annual salary system based on achievements or capabilities.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	39	12.6	12.6
Neither agree nor disagree	3	104	33.7	33.7
Somewhat agree	4	138	44.7	44.7
Strongly agree	5	23	7.4	7.4
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**c9 Wanting to become closer to other alumni is natural**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
9. Wanting to become closer to other alumni from your alma mater or people from your hometown is a natural phenomenon.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
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Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	23	7.4	7.4
Neither agree nor disagree	3	117	37.9	37.9
Somewhat agree	4	144	46.6	46.6
Strongly agree	5	24	7.8	7.8
Total		309	100.0	100.0

**c10 R sacrifices interests for benefit of team/workplace**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
10. I tend to sacrifice my interests for the benefit of the team or the workplace I belong to.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	5	1.6	1.6
Somewhat disagree	2	47	15.2	15.2
Neither agree nor disagree	3	126	40.8	40.8
Somewhat agree	4	118	38.2	38.2
Strongly agree	5	13	4.2	4.2
Total		309	100.0	100.0

**c11 Being friend with people from other departments is pointless**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
11. It is pointless to make efforts to become friendly with people from other departments.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	45	14.6	14.6
Somewhat disagree	2	113	36.6	36.6
Neither agree nor disagree	3	89	28.8	28.8
Somewhat agree	4	44	14.2	14.2
Strongly agree	5	17	5.5	5.5
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**c12 R focuses more on customers/colleagues than interests**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
12. Rather than my own interests, I focus on others such as customers, partners, and colleagues.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	8	2.6	2.6
Somewhat disagree	2	32	10.4	10.4
Neither agree nor disagree	3	132	42.7	42.7
Somewhat agree	4	116	37.5	37.5
Strongly agree	5	21	6.8	6.8
Total		309	100.0	100.0

**c13 Paying for one's own meal is best**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
13. It is best to pay for one's own meal after eating together.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	9	2.9	2.9
Somewhat disagree	2	53	17.2	17.2
Neither agree nor disagree	3	110	35.6	35.6
Somewhat agree	4	108	35.0	35.0
Strongly agree	5	29	9.4	9.4
Total		309	100.0	100.0

**c14 It is important to consider seniority in promotions**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
14. It is important that seniority is taken into consideration in promotions within the workplace.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	6	1.9	1.9
Somewhat disagree	2	46	14.9	14.9
Neither agree nor disagree	3	161	52.1	52.1

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Somewhat agree	4	81	26.2	26.2
Strongly agree	5	15	4.9	4.9
Total		309	100.0	100.0

**c15 R uses position in relation to work**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
15. I only use my position in relation to my work.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	11	3.6	3.6
Somewhat disagree	2	49	15.9	15.9
Neither agree nor disagree	3	99	32.0	32.0
Somewhat agree	4	121	39.2	39.2
Strongly agree	5	28	9.1	9.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**c16 One needs to accomplish one's part in workplace**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
16. In the workplace, one only needs to successfully accomplish one's own part.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	23	7.4	7.4
Somewhat disagree	2	88	28.5	28.5
Neither agree nor disagree	3	111	35.9	35.9
Somewhat agree	4	73	23.6	23.6
Strongly agree	5	13	4.2	4.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**c17 Workers should get together to strengthen solidarity**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
17. To strengthen solidarity within the workplace it is advisable to often get together in small groups or by teams to build unity.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	14	4.5	4.5
Neither agree nor disagree	3	89	28.8	28.8
Somewhat agree	4	160	51.8	51.8
Strongly agree	5	44	14.2	14.2
Total		309	100.0	100.0

**c18 Annual salary system which considers achievements is better**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
18. The annual salary system which takes achievements and capabilities into consideration is better.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	20	6.5	6.5
Neither agree nor disagree	3	104	33.7	33.7
Somewhat agree	4	148	47.9	47.9
Strongly agree	5	34	11.0	11.0
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**c19 It's advisable to maintain positive relationships with colleagues**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
19. Even if there are no immediate benefits or pleasure, it is advisable to maintain positive relationships with colleagues and superiors from the same team by having meals together etc.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
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Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	11	3.6	3.6
Neither agree nor disagree	3	75	24.3	24.3
Somewhat agree	4	157	50.8	50.8
Strongly agree	5	64	20.7	20.7
Total		309	100.0	100.0

**c20 People from hometown/alumni are more trustworthy at workplace**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
20. At the workplace, I find people from my hometown or alumni from my alma mater more trustworthy.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	54	17.5	17.5
Neither agree nor disagree	3	143	46.3	46.3
Somewhat agree	4	93	30.1	30.1
Strongly agree	5	9	2.9	2.9
Total		309	100.0	100.0

**c21 R feels offended when subordinates do not treat R with respect**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
21. I feel offended when my subordinates or juniors do not treat me with respect.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	30	9.7	9.7
Neither agree nor disagree	3	111	35.9	35.9
Somewhat agree	4	135	43.7	43.7
Strongly agree	5	28	9.1	9.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**c22 When R makes mistake, R shrugs it off**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
22. When I make a mistake, I tend to make an awkward or embarrassed face and shrug it off rather than expressing it using words.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	17	5.5	5.5
Somewhat disagree	2	97	31.4	31.4
Neither agree nor disagree	3	113	36.6	36.6
Somewhat agree	4	72	23.3	23.3
Strongly agree	5	10	3.2	3.2
Total		309	100.0	100.0

**c23 Giving special treatment to subordinate who is alumni is natural**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
23. It is natural to give special treatment to a subordinate who is an alumni.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	40	12.9	12.9
Neither agree nor disagree	3	106	34.3	34.3
Somewhat agree	4	138	44.7	44.7
Strongly agree	5	23	7.4	7.4
Total		309	100.0	100.0

**c24 R does not take interest in other departments/people**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
24. I do not take interest in the business of other departments or people.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	21	6.8	6.8
Somewhat disagree	2	102	33.0	33.0
Neither agree nor disagree	3	123	39.8	39.8

Somewhat agree	4	55	17.8	17.8
Strongly agree	5	6	1.9	1.9
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**c25 It is best to respect contracts and own words**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
25. It is best to respect contracts and one's own words even if one may be seen as uptight or having no flexibility.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	5	1.6	1.6
Somewhat disagree	2	43	13.9	13.9
Neither agree nor disagree	3	119	38.5	38.5
Somewhat agree	4	122	39.5	39.5
Strongly agree	5	20	6.5	6.5
Total		309	100.0	100.0

**c26 Sharing drinks/meals is helpful to work**

C. The following questions are regarding your work life in general. Please mark with a ✓ which most closely represents your own opinion or actions regarding the contents and situations in each question.  
26. Whether directly or indirectly, sharing drinks or meals together is helpful to one's work.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	6	1.9	1.9
Somewhat disagree	2	22	7.1	7.1
Neither agree nor disagree	3	110	35.6	35.6
Somewhat agree	4	158	51.1	51.1
Strongly agree	5	13	4.2	4.2
Total		309	100.0	100.0

**d1 R attends family events of colleagues/superiors**

D. The following questions are regarding relationships in work life.

1. I attend family events(weddings, funerals) of colleagues or superiors with gifts or a monetary gift of equal value.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
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Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	20	6.5	6.5
Neither agree nor disagree	3	63	20.4	20.4
Somewhat agree	4	148	47.9	47.9
Strongly agree	5	75	24.3	24.3
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d2 R respects superior who takes good care of subordinates**

D. The following questions are regarding relationships in work life.

2. I respect a superior who takes good care of his subordinates rather than someone who is only competent in his or her work.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	12	3.9	3.9
Neither agree nor disagree	3	52	16.8	16.8
Somewhat agree	4	169	54.7	54.7
Strongly agree	5	74	23.9	23.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d3 It is inappropriate to point out mistakes in front of others**

D. The following questions are regarding relationships in work life.

3. It is inappropriate to point out the mistake of a subordinate in front of others.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	19	6.1	6.1
Neither agree nor disagree	3	76	24.6	24.6
Somewhat agree	4	141	45.6	45.6
Strongly agree	5	70	22.7	22.7
NA	9	2	0.6	0.6
Total		309	100.0	100.0



**d4 When faced with difficulties R attempts to resolve it alone**

D. The following questions are regarding relationships in work life.

4. When faced with difficulties at work I tend to attempt to resolve it by myself rather than asking for the help of colleagues or my superior.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	45	14.6	14.6
Neither agree nor disagree	3	125	40.5	40.5
Somewhat agree	4	114	36.9	36.9
Strongly agree	5	22	7.1	7.1
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**d5 R will participate If there is meeting of hometown people**

D. The following questions are regarding relationships in work life.

5. I would participate If there is a meeting of people from my hometown or alma mater within my workplace.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	33	10.7	10.7
Neither agree nor disagree	3	101	32.7	32.7
Somewhat agree	4	138	44.7	44.7
Strongly agree	5	32	10.4	10.4
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d6 It is superior's responsibility to recognize subordinates' complaints**

D. The following questions are regarding relationships in work life.

6. It is the responsibility of the superior to recognize the dissatisfactions or complaints of his or her subordinates.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	29	9.4	9.4
Neither agree nor disagree	3	88	28.5	28.5
Somewhat agree	4	150	48.5	48.5
Strongly agree	5	41	13.3	13.3
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d7 It is best to continue discussion when there is conflicts**

D. The following questions are regarding relationships in work life.

7. When there is a conflict of opinions between colleagues it is best to continue the discussion until a lead is found in resolving the problems even if personal feelings are hurt.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	25	8.1	8.1
Neither agree nor disagree	3	78	25.2	25.2
Somewhat agree	4	153	49.5	49.5
Strongly agree	5	48	15.5	15.5
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d8 It is best to question wrongdoings even if it is by superior**

D. The following questions are regarding relationships in work life.

8. It is best to immediately question wrongdoings even if it is by a superior.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	11	3.6	3.6
Somewhat disagree	2	68	22.0	22.0
Neither agree nor disagree	3	138	44.7	44.7
Somewhat agree	4	78	25.2	25.2
Strongly agree	5	13	4.2	4.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d9 R helps colleagues when they are having difficulties**

D. The following questions are regarding relationships in work life.

9. I actively help when colleagues or subordinates who are having difficulties with their work ask for help.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	12	3.9	3.9
Neither agree nor disagree	3	61	19.7	19.7
Somewhat agree	4	173	56.0	56.0
Strongly agree	5	62	20.1	20.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d10 R directly expresses opinion to superior**

D. The following questions are regarding relationships in work life.

10. I tend to directly express my opinion to my superior.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	34	11.0	11.0
Neither agree nor disagree	3	97	31.4	31.4
Somewhat agree	4	156	50.5	50.5
Strongly agree	5	19	6.1	6.1
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**d11 R respects colleagues based on their character**

D. The following questions are regarding relationships in work life.

11. I respect my colleagues or superiors not based on their position or capabilities but inspired by their character.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	39	12.6	12.6
Neither agree nor disagree	3	117	37.9	37.9
Somewhat agree	4	116	37.5	37.5
Strongly agree	5	32	10.4	10.4
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**d12 One must look into circumstances before scolding subordinates**

D. The following questions are regarding relationships in work life.

12. One must closely look into the circumstances before scolding the mistakes of subordinates.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	6	1.9	1.9
Neither agree nor disagree	3	57	18.4	18.4
Somewhat agree	4	141	45.6	45.6
Strongly agree	5	104	33.7	33.7
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d13      When having meals with colleagues R participates until end**

D. The following questions are regarding relationships in work life.

13. When having meals or drinks with colleagues from work I tend to participate until the very end.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	32	10.4	10.4
Somewhat disagree	2	57	18.4	18.4
Neither agree nor disagree	3	73	23.6	23.6
Somewhat agree	4	115	37.2	37.2
Strongly agree	5	31	10.0	10.0
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d14      R doesn't want to have drinks with coworkers who R doesn't like**

D. The following questions are regarding relationships in work life.

14. I do not want to have drinks with coworkers if I do not like them.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	5	1.6	1.6
Somewhat disagree	2	22	7.1	7.1
Neither agree nor disagree	3	100	32.4	32.4
Somewhat agree	4	146	47.2	47.2
Strongly agree	5	34	11.0	11.0
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**d15      It is best to directly go to superior with complaints**

D. The following questions are regarding relationships in work life.

15. It is best to directly go to your superior even with a trivial complaint or dissatisfaction and resolving any misunderstandings.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	32	10.4	10.4
Neither agree nor disagree	3	125	40.5	40.5
Somewhat agree	4	116	37.5	37.5
Strongly agree	5	30	9.7	9.7
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**d16 R leaves early when having drinks with colleagues**

D. The following questions are regarding relationships in work life.

16. When having drinks I tend to leave early at an appropriate moment when the official part of the gathering is over.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	19	6.1	6.1
Somewhat disagree	2	84	27.2	27.2
Neither agree nor disagree	3	80	25.9	25.9
Somewhat agree	4	107	34.6	34.6
Strongly agree	5	18	5.8	5.8
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d17 Respect for superiors is based on efficient accomplishment**

D. The following questions are regarding relationships in work life.

17. Respect for superiors is based on how efficiently they accomplish their work and whether they have sufficient knowledge or not.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	22	7.1	7.1
Neither agree nor disagree	3	89	28.8	28.8
Somewhat agree	4	153	49.5	49.5
Strongly agree	5	42	13.6	13.6
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d18 R has colleague who eats lunch together**

D. The following questions are regarding relationships in work life.

18. I always have a colleague who eats lunch with me.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	6	1.9	1.9
Somewhat disagree	2	18	5.8	5.8
Neither agree nor disagree	3	83	26.9	26.9
Somewhat agree	4	139	45.0	45.0
Strongly agree	5	62	20.1	20.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d19 It is inappropriate to link bossr-subordinate relationship to family relations**

D. The following questions are regarding relationships in work life.

19. It is inappropriate for a superior - subordinate relationship within the organization to become tied to familial relations.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	6	1.9	1.9
Somewhat disagree	2	32	10.4	10.4
Neither agree nor disagree	3	90	29.1	29.1
Somewhat agree	4	123	39.8	39.8
Strongly agree	5	57	18.4	18.4
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d20 It is best to respond flexibly in mutual relationship**

D. The following questions are regarding relationships in work life.

20. Rather than strictly abiding by principles, it is best to respond flexibly and cope well with the changes in a mutual relationship.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	14	4.5	4.5
Neither agree nor disagree	3	73	23.6	23.6
Somewhat agree	4	150	48.5	48.5
Strongly agree	5	70	22.7	22.7
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d21 R feels offended when superior assigns subordinate without letting R know**

D. The following questions are regarding relationships in work life.

21. I feel offended when my superior contacts my subordinate and assigns them work without letting me know.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	28	9.1	9.1
Neither agree nor disagree	3	105	34.0	34.0
Somewhat agree	4	135	43.7	43.7
Strongly agree	5	36	11.7	11.7
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d22 It is best to wait until superior asks to express opinion**

D. The following questions are regarding relationships in work life.

22. It is best to wait until your superior asks, or a chance is given, to express yourself even if you have a good idea or proposal.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	16	5.2	5.2
Somewhat disagree	2	89	28.8	28.8
Neither agree nor disagree	3	98	31.7	31.7
Somewhat agree	4	90	29.1	29.1
Strongly agree	5	14	4.5	4.5
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**d23 It is best for superior to pay when having meal**

D. The following questions are regarding relationships in work life.

23. When having a meal with colleagues it is best for the superior to pay for the meal.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	64	20.7	20.7
Neither agree nor disagree	3	134	43.4	43.4
Somewhat agree	4	92	29.8	29.8
Strongly agree	5	8	2.6	2.6
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d24 When opinions are in conflict, it is best to avoid it**

D. The following questions are regarding relationships in work life.

24. When opinions are in conflict, it is best to avoid it and wait or look for a different resolution.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	39	12.6	12.6
Neither agree nor disagree	3	106	34.3	34.3
Somewhat agree	4	132	42.7	42.7
Strongly agree	5	26	8.4	8.4
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**d25 It is better to point out subordinate's mistake right away**

D. The following questions are regarding relationships in work life.

25. It is better to point out a small mistake by a subordinate right away and have them fix it.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	15	4.9	4.9
Somewhat disagree	2	74	23.9	23.9
Neither agree nor disagree	3	114	36.9	36.9
Somewhat agree	4	93	30.1	30.1
Strongly agree	5	12	3.9	3.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**d26 It is good to extend relationships in workplace to families**

D. The following questions are regarding relationships in work life.

26. It is advisable to extend relationships within the workplace so that families can get along well together as well.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	13	4.2	4.2
Somewhat disagree	2	53	17.2	17.2
Neither agree nor disagree	3	125	40.5	40.5
Somewhat agree	4	106	34.3	34.3
Strongly agree	5	11	3.6	3.6
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**e1 R feels uncomfortable if R doesn't clarify what is good and bad**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

1. Do you feel uncomfortable if you do not clarify between what is good and bad?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	38	12.3	12.3
Neither agree nor disagree	3	98	31.7	31.7
Somewhat agree	4	134	43.4	43.4
Strongly agree	5	37	12.0	12.0
Total		309	100.0	100.0



**e2 R focuses more on rules than human relations**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

2. Do you tend to focus more on rules rather than human relations?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	9	2.9	2.9
Somewhat disagree	2	76	24.6	24.6
Neither agree nor disagree	3	123	39.8	39.8
Somewhat agree	4	88	28.5	28.5
Strongly agree	5	12	3.9	3.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**e3 R is generous regarding mistakes of coworkers**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

3. Do you tend to be generous regarding the mistakes of subordinates or coworkers?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	20	6.5	6.5
Neither agree nor disagree	3	144	46.6	46.6
Somewhat agree	4	129	41.7	41.7
Strongly agree	5	14	4.5	4.5
Total		309	100.0	100.0

**e4 R uses leisure time to improve abilities related to work**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

4. Do you use your leisure time to study to improve your abilities related to your work?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	67	21.7	21.7
Neither agree nor disagree	3	112	36.2	36.2
Somewhat agree	4	103	33.3	33.3
Strongly agree	5	17	5.5	5.5
Total		309	100.0	100.0

**e5 R has difficulty in saying no when asked for a favor**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

5. Do you tend to have difficulty in saying no when asked for a favor?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	29	9.4	9.4
Neither agree nor disagree	3	99	32.0	32.0
Somewhat agree	4	154	49.8	49.8
Strongly agree	5	23	7.4	7.4
Total		309	100.0	100.0

**e6 R often encourages subordinates**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

6. Do you tend to often encourage or console your subordinates?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	23	7.4	7.4
Neither agree nor disagree	3	145	46.9	46.9
Somewhat agree	4	124	40.1	40.1
Strongly agree	5	14	4.5	4.5
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**e7 R behaves based on principles regardless of situation**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

7. Do you behave based on principles regardless of the situation or the other party involved?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	64	20.7	20.7
Neither agree nor disagree	3	140	45.3	45.3
Somewhat agree	4	94	30.4	30.4
Strongly agree	5	8	2.6	2.6
Total		309	100.0	100.0

**e8 R dislikes being imprecise about time/money**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

8. Do you dislike being imprecise about time or money?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	13	4.2	4.2
Neither agree nor disagree	3	71	23.0	23.0
Somewhat agree	4	137	44.3	44.3
Strongly agree	5	87	28.2	28.2
Total		309	100.0	100.0

**e9 R likes to help others with their work**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

9. Do you like to help others with their work?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	15	4.9	4.9
Neither agree nor disagree	3	115	37.2	37.2
Somewhat agree	4	152	49.2	49.2
Strongly agree	5	26	8.4	8.4
Total		309	100.0	100.0

**e10 R doesn't act emotionally in supervising subordinates**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

10. Do you not tend to act emotionally in supervising your subordinates?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	21	6.8	6.8
Neither agree nor disagree	3	149	48.2	48.2
Somewhat agree	4	116	37.5	37.5
Strongly agree	5	18	5.8	5.8
NA	9	4	1.3	1.3
Total		309	100.0	100.0

**e11 R gets over things between coworkers by having meal together**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

11. Do you tend to get over things between coworkers by having a drink or meal together even if you have hard feelings towards each other?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	36	11.7	11.7
Neither agree nor disagree	3	92	29.8	29.8
Somewhat agree	4	155	50.2	50.2
Strongly agree	5	23	7.4	7.4
Total		309	100.0	100.0

**e12 R ingratiates self with subordinates/superiors**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

12. Do you tend to ingratiate yourself with your subordinates or superiors?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	1	0.3	0.3
Somewhat disagree	2	48	15.5	15.5
Neither agree nor disagree	3	141	45.6	45.6
Somewhat agree	4	108	35.0	35.0
Strongly agree	5	11	3.6	3.6
Total		309	100.0	100.0

**e13 R can say what R wants without hesitation**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

13. Are you able to say what you want without hesitation?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	54	17.5	17.5
Neither agree nor disagree	3	130	42.1	42.1
Somewhat agree	4	100	32.4	32.4
Strongly agree	5	21	6.8	6.8
Total		309	100.0	100.0

**e14 R sees strength in others rather than shortcoming**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

14. Do you tend to see the strength in others rather than the shortcoming?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	18	5.8	5.8
Neither agree nor disagree	3	121	39.2	39.2
Somewhat agree	4	148	47.9	47.9
Strongly agree	5	20	6.5	6.5
Total		309	100.0	100.0

**e15 R eats alone during lunch time**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

15. Do you tend to eat alone during lunch time?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	92	29.8	29.8
Somewhat disagree	2	117	37.9	37.9
Neither agree nor disagree	3	58	18.8	18.8
Somewhat agree	4	36	11.7	11.7
Strongly agree	5	6	1.9	1.9
Total		309	100.0	100.0

**e16 R has strong sense of responsibility**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

16. Do you think you have a strong sense of responsibility?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	14	4.5	4.5
Neither agree nor disagree	3	77	24.9	24.9
Somewhat agree	4	154	49.8	49.8
Strongly agree	5	62	20.1	20.1
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**e17 R focuses on work first rather than others' position**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

17. Do you tend to focus on yourself or your work first rather than the position of others?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	52	16.8	16.8
Neither agree nor disagree	3	138	44.7	44.7
Somewhat agree	4	107	34.6	34.6
Strongly agree	5	9	2.9	2.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**e18 R tends to not show what R thinks/how R feels**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

18. Do you tend to not show what you think or how you feel?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	68	22.0	22.0
Neither agree nor disagree	3	109	35.3	35.3
Somewhat agree	4	109	35.3	35.3
Strongly agree	5	11	3.6	3.6
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**e19 R is strict in abiding by rules**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

19. Are you strict in abiding by rules?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	34	11.0	11.0
Neither agree nor disagree	3	123	39.8	39.8
Somewhat agree	4	127	41.1	41.1
Strongly agree	5	23	7.4	7.4
Total		309	100.0	100.0

**e20 R adheres to customs/decorum**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

20. Do you tend to excessively adhere to customs or decorum?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	11	3.6	3.6
Somewhat disagree	2	79	25.6	25.6
Neither agree nor disagree	3	116	37.5	37.5
Somewhat agree	4	86	27.8	27.8
Strongly agree	5	15	4.9	4.9
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**e21 R tends to pay when having meal with coworkers**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

21. Do you tend to pay when having a meal with coworkers?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	58	18.8	18.8
Neither agree nor disagree	3	157	50.8	50.8
Somewhat agree	4	83	26.9	26.9
Strongly agree	5	6	1.9	1.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**e22 R treat subordinates strictly**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

22. Do you treat your subordinates strictly?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	23	7.4	7.4
Somewhat disagree	2	105	34.0	34.0
Neither agree nor disagree	3	137	44.3	44.3
Somewhat agree	4	33	10.7	10.7
Strongly agree	5	8	2.6	2.6
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**e23 R efficiently completes work**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

23. Do you tend to efficiently and clearly complete your work?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	24	7.8	7.8
Neither agree nor disagree	3	98	31.7	31.7
Somewhat agree	4	162	52.4	52.4
Strongly agree	5	22	7.1	7.1
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**e24 R often participates in club activities within workplace**

E. Please mark with a ✓ which most closely represents your own opinion or behavior for each of the following questions.

24. Do you often participate in club activities within the workplace or go out to eat with coworkers after work?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	49	15.9	15.9
Neither agree nor disagree	3	119	38.5	38.5
Somewhat agree	4	119	38.5	38.5
Strongly agree	5	12	3.9	3.9
Total		309	100.0	100.0

**f1 There is a lot to learn from foreign management styles**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

1. There is a lot to learn from the management styles of foreigners

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Somewhat disagree	2	9	2.9	2.9
Neither agree nor disagree	3	71	23.0	23.0
Somewhat agree	4	193	62.5	62.5
Strongly agree	5	35	11.3	11.3
NA	9	1	0.3	0.3
Total		309	100.0	100.0



**f2 R feels a sense of “us” with foreign superiors/colleagues**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

2. I can feel a sense of “us” even with foreign superiors or colleagues.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	20	6.5	6.5
Neither agree nor disagree	3	126	40.8	40.8
Somewhat agree	4	130	42.1	42.1
Strongly agree	5	23	7.4	7.4
NA	9	6	1.9	1.9
Total		309	100.0	100.0

**f3 Foreigners should follow Korean organizational culture**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

3. As long as they are in our country, foreigners should follow our organizational culture or management style

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	30	9.7	9.7
Neither agree nor disagree	3	109	35.3	35.3
Somewhat agree	4	140	45.3	45.3
Strongly agree	5	27	8.7	8.7
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**f4 English skills are more important than any other skills**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

4. Nowadays, English skills are more important than any other skills at the workplace.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	26	8.4	8.4
Neither agree nor disagree	3	76	24.6	24.6

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Somewhat agree	4	157	50.8	50.8
Strongly agree	5	46	14.9	14.9
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**f5 It is appropriate to treat foreign workers equally**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

5. For similar level positions, it is appropriate to treat foreigners equally to Koreans.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	8	2.6	2.6
Neither agree nor disagree	3	61	19.7	19.7
Somewhat agree	4	164	53.1	53.1
Strongly agree	5	71	23.0	23.0
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**f6 R tends to avoid opportunities to meet foreigners**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

6. I tend to avoid opportunities to meet or have conversations with foreigners unless it is necessary.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	21	6.8	6.8
Somewhat disagree	2	84	27.2	27.2
Neither agree nor disagree	3	100	32.4	32.4
Somewhat agree	4	87	28.2	28.2
Strongly agree	5	15	4.9	4.9
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**f7 When there is conflict with foreigner, it is better to concede him/her**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

7. Whenever there is a conflict with a foreign colleague, it is better to concede and try to understand him/her rather than confront him/her directly.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	10	3.2	3.2
Somewhat disagree	2	51	16.5	16.5
Neither agree nor disagree	3	146	47.2	47.2
Somewhat agree	4	93	30.1	30.1
Strongly agree	5	7	2.3	2.3
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**f8 It is desirable to create dinner invitations to understand foreigners**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

8. In order to better understand foreigners, it is desirable to create special opportunities, such as dinner invitations.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	18	5.8	5.8
Neither agree nor disagree	3	101	32.7	32.7
Somewhat agree	4	157	50.8	50.8
Strongly agree	5	28	9.1	9.1
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**f9 R is careful when having conversation with foreigners**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

9. I am careful with my words and body language when I am having a conversation with foreigners in order to prevent any unnecessary misunderstandings.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	2	0.6	0.6
Somewhat disagree	2	13	4.2	4.2

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Neither agree nor disagree	3	109	35.3	35.3
Somewhat agree	4	155	50.2	50.2
Strongly agree	5	25	8.1	8.1
NA	9	5	1.6	1.6
Total		309	100.0	100.0

**f10 R doesn't want to socialize with foreign colleagues at party**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

10. I don't want to socialize with foreign colleagues at a drinking party.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	30	9.7	9.7
Somewhat disagree	2	99	32.0	32.0
Neither agree nor disagree	3	122	39.5	39.5
Somewhat agree	4	51	16.5	16.5
Strongly agree	5	4	1.3	1.3
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**f11 If having meal with foreign colleagues, it is better to pay separately**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

11. If having a meal with foreign colleagues, it is better to pay for your own meal.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	58	18.8	18.8
Neither agree nor disagree	3	128	41.4	41.4
Somewhat agree	4	83	26.9	26.9
Strongly agree	5	33	10.7	10.7
NA	9	4	1.3	1.3
Total		309	100.0	100.0

**f12 It is mistake for foreign superior to point out mistakes openly**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

12. It is a mistake for a foreign superior to point out mistakes of a subordinate in front of others.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	19	6.1	6.1
Somewhat disagree	2	55	17.8	17.8
Neither agree nor disagree	3	117	37.9	37.9
Somewhat agree	4	91	29.4	29.4
Strongly agree	5	20	6.5	6.5
NA	9	7	2.3	2.3
Total		309	100.0	100.0

**f13 It would be good to befriend families of foreign colleagues**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

13. It would be good to befriend the families of foreign colleagues if possible.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	8	2.6	2.6
Somewhat disagree	2	25	8.1	8.1
Neither agree nor disagree	3	119	38.5	38.5
Somewhat agree	4	126	40.8	40.8
Strongly agree	5	28	9.1	9.1
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**f14 R would feel bad if foreign superior points out mistake**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

14. It would feel worse to have a foreign superior point out my mistake than a Korean superior.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	18	5.8	5.8
Somewhat disagree	2	80	25.9	25.9
Neither agree nor disagree	3	133	43.0	43.0
Somewhat agree	4	64	20.7	20.7
Strongly agree	5	11	3.6	3.6
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**f15 Foreigners don't seem to put much value on things other than duties**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

15. Foreigners don't seem to put much value on things other than their duties within the workplace such as relationships with co-workers etc.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	8	2.6	2.6
Somewhat disagree	2	61	19.7	19.7
Neither agree nor disagree	3	154	49.8	49.8
Somewhat agree	4	70	22.7	22.7
Strongly agree	5	11	3.6	3.6
NA	9	5	1.6	1.6
Total		309	100.0	100.0

**f16 It is better to manage subordinates in Korean style for foreign superior**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

16. Even for a foreign superior, it is better to manage subordinates with methods suitable to Koreans.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	3	1.0	1.0
Somewhat disagree	2	31	10.0	10.0
Neither agree nor disagree	3	131	42.4	42.4
Somewhat agree	4	126	40.8	40.8
Strongly agree	5	15	4.9	4.9
NA	9	3	1.0	1.0
Total		309	100.0	100.0

**f17 R doesn't like Koreans who try to get close to foreign superior**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

17. I can't think highly of Korean colleagues who try too hard to get especially close to a foreign superior.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	21	6.8	6.8
Somewhat disagree	2	74	23.9	23.9

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Neither agree nor disagree	3	131	42.4	42.4
Somewhat agree	4	68	22.0	22.0
Strongly agree	5	11	3.6	3.6
NA	9	4	1.3	1.3
Total		309	100.0	100.0

**f18 It's unnecessary to react sensitively if foreign superior points out**

F. Due to globalization, the number of foreign companies is increasing as well as the opportunity to come in contact with foreigners as coworkers, business partners, and customers.

18. It's unnecessary to react too sensitively if a foreign superior points out a trivial matter.

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Strongly disagree	1	4	1.3	1.3
Somewhat disagree	2	26	8.4	8.4
Neither agree nor disagree	3	126	40.8	40.8
Somewhat agree	4	123	39.8	39.8
Strongly agree	5	26	8.4	8.4
NA	9	4	1.3	1.3
Total		309	100.0	100.0

**g1 Duty to company vs. Love for brother**

G. If you are faced with the following situations, what would be your choice of action? Please mark with a ✓ the statement in agreement with your own choice of action.

1. You are coming out of a secret executive meeting at your company. Your brother works for a business related to the company. If the decision of the executive meeting will cause great loss to your brother's business, which would you choose between, your duty to the company or your love for your brother?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Inform your brother even if it causes harm to the company.	1	114	36.9	36.9
Don't inform your brother because of your duty to the company.	2	187	60.5	60.5
NA	9	8	2.6	2.6
Total		309	100.0	100.0

**g2 Boss's request vs. Picnic with family**

G. If you are faced with the following situations, what would be your choice of action? Please mark with a ✓ the statement in agreement with your own choice of action.

2. Your boss is moving on the upcoming weekend and asked you to help him with the move. However, you already made plans to go on a picnic with your family on the same day. How would you handle your boss' request?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
He/she is my boss at work but the request is a personal matter. So I would respectfully decline and go on the picnic with my family.	1	215	69.6	69.6
My promise to my family is important but the relationship with my boss is important at work and will continue to be important in my future career. Therefore, I would postpone the picnic and help my boss move.	2	94	30.4	30.4
Total		309	100.0	100.0

**g3 Desirable management leadership of foreign manager**

G. If you are faced with the following situations, what would be your choice of action? Please mark with a ✓ the statement in agreement with your own choice of action.

3. The number of companies directly managed by foreigners is increasing in our country. In your opinion, which is the more desirable management leadership?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Rather than stressing the uniqueness of Korean culture, it is desirable to follow universally accepted international management techniques.	1	162	52.4	52.4
They should manage giving consideration to the distinct Korean organizational culture.	2	146	47.2	47.2
NA	9	1	0.3	0.3
Total		309	100.0	100.0

**g4 Opinion about sending children to study abroad at early age**

G. If you are faced with the following situations, what would be your choice of action? Please mark with a ✓ the statement in agreement with your own choice of action.

4. More people are sending their children to study abroad at an early age because their generation will live in a global society. Today, Korean society is very critical of the public education system failing to educate children and claim that students are not being educated due to the dysfunctional education system. If you had the financial resources, would you send your child(ren) abroad for early education?

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
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I will seek ways to send my child(ren) abroad if I had the financial resources.	1	156	50.5	50.5
I will oppose sending my child(ren) to study abroad at an early age because even if the education system is dysfunctional, all students are getting the same education and it is important to get educated as a Korean first.	2	153	49.5	49.5
Total		309	100.0	100.0

**g5\_1 Which type of employees does R prefer: 1st**

G5. Which type of employees do you prefer? Please fill in the space in order of preference with 1 being the most favored and 7 being the least favored. First:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
A reliable person	1	103	33.3	33.3
An able and competent person	2	81	26.2	26.2
A sincere and diligent person	3	98	31.7	31.7
An obedient person	4	4	1.3	1.3
A person who has good interpersonal skills	5	20	6.5	6.5
A person who puts work ahead of personal life	6	1	0.3	0.3
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**g5\_2 Which type of employees does R prefer: 2nd**

G5. Which type of employees do you prefer? Please fill in the space in order of preference with 1 being the most favored and 7 being the least favored. Second:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
A reliable person	1	89	28.8	28.8
An able and competent person	2	82	26.5	26.5
A sincere and diligent person	3	94	30.4	30.4
An obedient person	4	6	1.9	1.9
A person who has good interpersonal skills	5	21	6.8	6.8
A person who puts work ahead of personal life	6	5	1.6	1.6
NA	9	12	3.9	3.9
Total		309	100.0	100.0

**g5\_3 Which type of employees does R prefer: 3rd**

G5. Which type of employees do you prefer? Please fill in the space in order of preference with 1 being the most favored and 7 being the least favored. Third:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
A reliable person	1	68	22.0	22.0
An able and competent person	2	70	22.7	22.7
A sincere and diligent person	3	70	22.7	22.7
An obedient person	4	20	6.5	6.5
A person who has good interpersonal skills	5	54	17.5	17.5
A person who puts work ahead of personal life	6	15	4.9	4.9
NA	9	12	3.9	3.9
Total		309	100.0	100.0

**g5\_4 Which type of employees does R prefer: 4th**

G5. Which type of employees do you prefer? Please fill in the space in order of preference with 1 being the most favored and 7 being the least favored. Fourth:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
A reliable person	1	32	10.4	10.4
An able and competent person	2	38	12.3	12.3
A sincere and diligent person	3	27	8.7	8.7
An obedient person	4	49	15.9	15.9
A person who has good interpersonal skills	5	128	41.4	41.4
A person who puts work ahead of personal life	6	23	7.4	7.4
NA	9	12	3.9	3.9
Total		309	100.0	100.0

**g5\_5 Which type of employees does R prefer: 5th**

G5. Which type of employees do you prefer? Please fill in the space in order of preference with 1 being the most favored and 7 being the least favored. Fifth:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
A reliable person	1	8	2.6	2.6
An able and competent person	2	23	7.4	7.4
A sincere and diligent person	3	8	2.6	2.6
An obedient person	4	109	35.3	35.3

A person who has good interpersonal skills	5	52	16.8	16.8
A person who puts work ahead of personal life	6	93	30.1	30.1
NA	9	16	5.2	5.2
Total		309	100.0	100.0

**g5\_6 Which type of employees does R prefer: 6th**

G5. Which type of employees do you prefer? Please fill in the space in order of preference with 1 being the most favored and 7 being the least favored. Sixth:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
An able and competent person	2	6	1.9	1.9
A sincere and diligent person	3	3	1.0	1.0
An obedient person	4	106	34.3	34.3
A person who has good interpersonal skills	5	22	7.1	7.1
A person who puts work ahead of personal life	6	148	47.9	47.9
NA	9	24	7.8	7.8
Total		309	100.0	100.0

**g6\_1 Important characteristic of Korean organizational culture: 1st**

6. What do you think is the most important characteristic of Korean organizational culture in your work life? Please rank the examples below in order of their importance. First:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
An individual's ability and skills	1	115	37.2	37.2
Harmonious relationships with colleagues	2	141	45.6	45.6
Loyalty which may lead an individual to sacrifice themselves for the good of the company	3	43	13.9	13.9
Personal connections with superiors or authority	4	8	2.6	2.6
NA	9	2	0.6	0.6
Total		309	100.0	100.0

**g6\_2 Important characteristic of Korean organizational culture: 2nd**

6. What do you think is the most important characteristic of Korean organizational culture in your work life? Please rank the examples below in order of their importance. Second:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
An individual's ability and skills	1	114	36.9	36.9
Harmonious relationships with colleagues	2	112	36.2	36.2

Loyalty which may lead an individual to sacrifice themselves for the good of the company	3	54	17.5	17.5
Personal connections with superiors or authority	4	22	7.1	7.1
NA	9	7	2.3	2.3
Total		309	100.0	100.0

**g6\_3 Important characteristic of Korean organizational culture: 3rd**

6. What do you think is the most important characteristic of Korean organizational culture in your work life? Please rank the examples below in order of their importance. Third:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
An individual's ability and skills	1	62	20.1	20.1
Harmonious relationships with colleagues	2	41	13.3	13.3
Loyalty which may lead an individual to sacrifice themselves for the good of the company	3	150	48.5	48.5
Personal connections with superiors or authority	4	50	16.2	16.2
NA	9	6	1.9	1.9
Total		309	100.0	100.0

**g6\_4 Important characteristic of Korean organizational culture: 4th**

6. What do you think is the most important characteristic of Korean organizational culture in your work life? Please rank the examples below in order of their importance. Fourth:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
An individual's ability and skills	1	12	3.9	3.9
Harmonious relationships with colleagues	2	13	4.2	4.2
Loyalty which may lead an individual to sacrifice themselves for the good of the company	3	54	17.5	17.5
Personal connections with superiors or authority	4	219	70.9	70.9
NA	9	11	3.6	3.6
Total		309	100.0	100.0

**h1\_1 Korean organizational culture that we should be proud of: 1st**

H1. Of the unique characteristics of Korean organizational culture, which of them do you think we should be proud of and foreigners may learn from looking at them from a global standard perspective? First:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Various teambuilding activities to increase enthusiasm of employees	1	2	0.6	0.6
Group consciousness, community spirit	2	24	7.8	7.8
Culture of fairness that can maximize an individual's capacity	3	8	2.6	2.6
Loyalty for the organization	4	13	4.2	4.2
Confucian notion of family carrying over to the workplace	5	5	1.6	1.6
Relationship, Acquaintance, Promotion of Friendship, Sociability	6	31	10.0	10.0
Cooperation, Solidarity	8	21	6.8	6.8
Respect for the elderly	9	3	1.0	1.0
Diligence, Sincerity	10	19	6.1	6.1
DK	11	6	1.9	1.9
Decorum	12	8	2.6	2.6
None	13	21	6.8	6.8
Perseverance and Patience	14	2	0.6	0.6
Affection	15	18	5.8	5.8
Attention to family events	16	4	1.3	1.3
Strict adherence to hierarchy	17	5	1.6	1.6
Obedience to superiors at work	18	7	2.3	2.3
Obeying company's management policies	19	2	0.6	0.6
Self-sacrifice	21	9	2.9	2.9
Strong bond between departments	22	4	1.3	1.3
Putting gains of the company and department ahead of personal gains	23	10	3.2	3.2
Strong sense of fellowship at work	24	3	1.0	1.0
Merits of flexible action rather than being bound by rigid rules of principle	25	3	1.0	1.0
Encouraging solidarity by motivating employees	26	1	0.3	0.3
Solicitude	27	3	1.0	1.0
Passion for work, Loyalty to the company	28	2	0.6	0.6
Sense of Responsibility	29	4	1.3	1.3
Friendship	30	4	1.3	1.3
Touch of humanity within organization	31	11	3.6	3.6
The emphasis on the balance of cause of effect	33	5	1.6	1.6
Create synergy from human relationships	35	2	0.6	0.6
Culture of stability	36	1	0.3	0.3

Drive, efficient work process	37	4	1.3	1.3
Loyalty	38	1	0.3	0.3
Passion for children's education	39	1	0.3	0.3
Company dinner culture	40	1	0.3	0.3
Hot blooded, being easily aroused and easily subdued	41	1	0.3	0.3
Hiring, training and development of new employees	42	1	0.3	0.3
NA	99	39	12.6	12.6
Total		309	100.0	100.0

## **h1\_2 Korean organizational culture that we should be proud of: 2nd**

H1. Of the unique characteristics of Korean organizational culture, which of them do you think we should be proud of and foreigners may learn from looking at them from a global standard perspective? Second:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Group consciousness, community spirit	2	1	0.3	1.7
Loyalty for the organization	4	3	1.0	5.2
Confucian notion of family carrying over to the workplace	5	1	0.3	1.7
Relationship, Acquaintance, Promotion of Friendship, Sociability	6	7	2.3	12.1
Conveyance of orders	7	1	0.3	1.7
Cooperation, Solidarity	8	9	2.9	15.5
Diligence, Sincerity	10	3	1.0	5.2
Decorum	12	6	1.9	10.3
Affection	15	3	1.0	5.2
Attention to family events	16	4	1.3	6.9
Adaptation to work focused lifestyle rather than personal life	20	1	0.3	1.7
Self-sacrifice	21	1	0.3	1.7
Strong bond between departments	22	1	0.3	1.7
Putting gains of the company and department ahead of personal gains	23	2	0.6	3.4
Passion for work, Loyalty to the company	28	1	0.3	1.7
Sense of Responsibility	29	4	1.3	6.9
Touch of humanity within organization	31	4	1.3	6.9
Compassion for helping the poor	32	1	0.3	1.7
The emphasis on the balance of cause of effect	33	1	0.3	1.7
Virtue of making concessions	34	1	0.3	1.7

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Create synergy from human relationships	35	1	0.3	1.7
Drive, efficient work process	37	2	0.6	3.4
		58	18.8	100.0
System missing		251	81.2	
Total		309	100.0	100.0

**h1\_3 Korean organizational culture that we should be proud of: 3rd**

H1. Of the unique characteristics of Korean organizational culture, which of them do you think we should be proud of and foreigners may learn from looking at them from a global standard perspective? Third:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Loyalty for the organization	4	2	0.6	14.3
Confucian notion of family carrying over to the workplace	5	1	0.3	7.1
Conveyance of orders	7	1	0.3	7.1
Cooperation, Solidarity	8	1	0.3	7.1
Affection	15	2	0.6	14.3
Attention to family events	16	1	0.3	7.1
Adaptation to work focused lifestyle rather than personal life	20	1	0.3	7.1
Putting gains of the company and department ahead of personal gains	23	1	0.3	7.1
Solicitude	27	2	0.6	14.3
Sense of Responsibility	29	1	0.3	7.1
Touch of humanity within organization	31	1	0.3	7.1
		14	4.5	100.0
System missing		295	95.5	
Total		309	100.0	100.0

**h1\_4 Korean organizational culture that we should be proud of: 4th**

H1. Of the unique characteristics of Korean organizational culture, which of them do you think we should be proud of and foreigners may learn from looking at them from a global standard perspective? Fourth:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Cooperation, Solidarity	8	1	0.3	100.0
System missing		308	99.7	
Total		309	100.0	100.0

**h2\_1 Korean organizational culture that should be corrected: 1st**

H2. Of the unique characteristics of Korean organizational culture, which of them should be corrected with urgency on a global standard perspective? First:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Ego-centric way of thinking	1	4	1.3	1.3
Must work hard during work hours and correct time killing behavior	2	6	1.9	1.9
Lack of community spirit, Putting personal gains ahead of organizational gains	3	3	1.0	1.0
Separation of work and personal life	4	11	3.6	3.6
Difficulty setting long-term plans due to pursuit of short-term profits	5	4	1.3	1.3
Notion of family ties, school ties, regional ties and nepotism	6	84	27.2	27.2
Attitude stressing importance of interpersonal relationships within the workplace	7	6	1.9	1.9
Eradicating what may become the causes of corruption	9	1	0.3	0.3
Emphasizing personal background and personal connections	10	10	3.2	3.2
Half-heartedness, Casual goal setting and work attitude	11	9	2.9	2.9
Lack of consideration for other people, Accepting opinions of others between departments	12	8	2.6	2.6
Personal and familial egotism	13	2	0.6	0.6
Lack of independence	14	1	0.3	0.3
Locked in the frame of community, individual's ability is devalued and no one takes responsibility	15	2	0.6	0.6
Lack of customer (internal, external) centric service culture	16	1	0.3	0.3
Conservative and rigid organizational culture	19	4	1.3	1.3
Habit of impatiently rushing things	21	1	0.3	0.3
Abolishment of nepotism	23	7	2.3	2.3
Complacent, Indifferent	24	2	0.6	0.6
Legality of lobbying culture	25	1	0.3	0.3
Academic, regional self-centeredness	26	5	1.6	1.6
Rationalism	27	5	1.6	1.6
Working on holidays and over-time to accomplish a goal, excessive work hours	28	2	0.6	0.6
Elimination of excessive authoritarianism	29	2	0.6	0.6
Meritless hiring	30	1	0.3	0.3



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Lack of employee welfare benefits	31	1	0.3	0.3
Strict work hours, starting and closing time must be strictly enforced	32	1	0.3	0.3
Setting up the atmosphere to develop creativity, Provide environment for personal development	33	2	0.6	0.6
DK	34	3	1.0	1.0
Blind loyalty	35	4	1.3	1.3
Seniority, Hierarchy	36	8	2.6	2.6
Giving preferential treatment to acquaintances	37	2	0.6	0.6
Lack of friendship	38	1	0.3	0.3
Being too compassionate	40	2	0.6	0.6
Unfairly emphasizing personal or organizational gains	41	1	0.3	0.3
Corruption based on personal connections or relationships	42	3	1.0	1.0
Confucian way of thinking	43	1	0.3	0.3
Sexual discrimination	45	2	0.6	0.6
Labor-management relationship, widespread collectivism	46	7	2.3	2.3
Catering to superior's feelings rather than expressing one's reasonable opinion, attempting to flatter superior	47	6	1.9	1.9
Group culture based on school and regional ties within organization	48	2	0.6	0.6
Only looking out for one's own interest	49	3	1.0	1.0
Lack of appreciation for individual's ability	50	3	1.0	1.0
Excessive obsession with hierarchy	51	4	1.3	1.3
Individual's ability being evaluated by income	53	1	0.3	0.3
Good mutual cooperation	54	1	0.3	0.3
Lack of punctuality	55	2	0.6	0.6
56	56	1	0.3	0.3
Media culture needs to be changed	57	1	0.3	0.3
Lacking individual sense of responsibility	58	2	0.6	0.6
Difficulty assigning work based on individual's aptitude	59	2	0.6	0.6
No clear work ethic	60	2	0.6	0.6
Lack of creativity	61	2	0.6	0.6
Authoritative image of superior	64	1	0.3	0.3
White-collar workers receiving higher pay than blue-collar workers	65	1	0.3	0.3
Unable to fairly evaluate individual's ability	66	2	0.6	0.6
Lack of benefits for female employees	67	1	0.3	0.3

Company dinner culture, drinking party culture	69	1	0.3	0.3
Patriarchal family system	70	1	0.3	0.3
Foreign Language Skill	71	1	0.3	0.3
Uncultured, Lack courtesy	72	1	0.3	0.3
Not faithful to principles	73	2	0.6	0.6
Strengthen the sense of responsibility, insufficient dispersion of responsibility and authority	74	1	0.3	0.3
Collusive ties between politicians and businessmen	75	1	0.3	0.3
Overcome the gap between rich and poor	76	1	0.3	0.3
Bribe	77	1	0.3	0.3
Inefficient work task	78	1	0.3	0.3
Ignores individuality and diversity due to collectivism	80	1	0.3	0.3
Unilateral instructions and notice	81	1	0.3	0.3
Business owner makes decisions personally and emotionally	82	1	0.3	0.3
Ignoring family and putting organization first	83	1	0.3	0.3
NA	99	37	12.0	12.0
Total		309	100.0	100.0

## **h2\_2 Korean organizational culture that should be corrected: 2nd**

H2. Of the unique characteristics of Korean organizational culture, which of them should be corrected with urgency on a global standard perspective? Second:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Separation of work and personal life	4	1	0.3	1.4
Difficulty setting long-term plans due to pursuit of short-term profits	5	1	0.3	1.4
Notion of family ties, school ties, regional ties and nepotism	6	3	1.0	4.2
Attitude stressing importance of interpersonal relationships within the workplace	7	4	1.3	5.6
Resolve the conflict arising out of cultural differences between older and younger generations	8	1	0.3	1.4
Eradicating what may become the causes of corruption	9	2	0.6	2.8
Emphasizing personal background and personal connections	10	6	1.9	8.5
Half-heartedness, Casual goal setting and work attitude	11	1	0.3	1.4
Lack of consideration for other people, Accepting opinions of others between departments	12	2	0.6	2.8

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Personal and familial egotism	13	4	1.3	5.6
Lack of customer (internal, external) centric service culture	16	1	0.3	1.4
Labor-management confrontation due to lack of management transparency	17	1	0.3	1.4
Negative attitude toward investing in employee training and development	18	1	0.3	1.4
Habit of impatiently rushing things	21	1	0.3	1.4
Self-development	22	1	0.3	1.4
Abolishment of nepotism	23	2	0.6	2.8
Complacent, Indifferent	24	1	0.3	1.4
Academic, regional self-centeredness	26	6	1.9	8.5
Rationalism	27	4	1.3	5.6
Working on holidays and over-time to accomplish a goal, excessive work hours	28	1	0.3	1.4
Elimination of excessive authoritarianism	29	1	0.3	1.4
Meritless hiring	30	1	0.3	1.4
Lack of employee welfare benefits	31	1	0.3	1.4
Seniority, Hierarchy	36	1	0.3	1.4
Giving preferential treatment to acquaintances	37	1	0.3	1.4
Blind loyalty to the company	39	1	0.3	1.4
Being too compassionate	40	1	0.3	1.4
Sexual discrimination	45	1	0.3	1.4
Group culture based on school and regional ties within organization	48	1	0.3	1.4
Lack of appreciation for individual's ability	50	2	0.6	2.8
Excessive obsession with hierarchy	51	1	0.3	1.4
Excessive obsession with saving face	52	1	0.3	1.4
Lack of punctuality	55	1	0.3	1.4
Little pride in one's work	62	2	0.6	2.8
Attending family events	63	1	0.3	1.4
Authoritative image of superior	64	2	0.6	2.8
Unable to fairly evaluate individual's ability	66	2	0.6	2.8
Foreign Language Skill	71	1	0.3	1.4
Strengthen the sense of responsibility, insufficient dispersion of responsibility and authority	74	2	0.6	2.8
Inefficient work task	78	1	0.3	1.4
Inflexible structure	79	1	0.3	1.4
Unilateral instructions and notice	81	1	0.3	1.4
		71	23.0	100.0
System missing		238	77.0	
Total		309	100.0	100.0

**h2\_3 Korean organizational culture that should be corrected: 3rd**

H2. Of the unique characteristics of Korean organizational culture, which of them should be corrected with urgency on a global standard perspective? Third:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Must work hard during work hours and correct time killing behavior	2	1	0.3	10.0
Emphasizing personal background and personal connections	10	1	0.3	10.0
Personal and familial egotism	13	2	0.6	20.0
Negative attitude toward investing in employee training and development	18	1	0.3	10.0
Elimination of excessive authoritarianism	29	2	0.6	20.0
Labor-management relationship, widespread collectivism	46	1	0.3	10.0
Military culture	68	1	0.3	10.0
Uncultured, Lack courtesy	72	1	0.3	10.0
		10	3.2	100.0
System missing		299	96.8	
Total		309	100.0	100.0

**h2\_4 Korean organizational culture that should be corrected: 4th**

H2. Of the unique characteristics of Korean organizational culture, which of them should be corrected with urgency on a global standard perspective? Fourth:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Not faithful to principles	73	1	0.3	100.0
System missing		308	99.7	
Total		309	100.0	100.0

**h3\_1 Foreign organizational culture that we should learn: 1st**

H3. Which characteristics of foreign management or organizational culture do you think we should learn from? First:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Clear separation of personal matter and work, Clear separation of business and pleasure	1	15	4.9	4.9
Working hard during work hours and leaving at the end of the work day without having to consider what other's may think	2	12	3.9	3.9
Transparent use of corporate profits on employee welfare	3	2	0.6	0.6

Promotion based on ability, Putting results and ability ahead of personal connections	4	37	12.0	12.0
When there is a problem, labor and management reaches consensus and makes a decision solely for the benefit of the company.	5	1	0.3	0.3
Transparent management without corruption, transparent corporate management	6	11	3.6	3.6
Accuracy in conducting work based on rules of principle	7	12	3.9	3.9
Rational way of thinking	8	43	13.9	13.9
Consideration for others	9	2	0.6	0.6
Respecting individual's privacy	10	8	2.6	2.6
Strict enforcement of rules	11	1	0.3	0.3
Thinking with focus on long-term gains rather than short-term gains	12	4	1.3	1.3
Professional managers managing the company	13	2	0.6	0.6
Superiors aren't authoritative and treat subordinates with respect and as equals	14	8	2.6	2.6
Determining compensation based on ability without sexual discrimination	15	6	1.9	1.9
Clear notion of time	16	9	2.9	2.9
Using creativity at work	17	3	1.0	1.0
Pride about work	18	1	0.3	0.3
Spending on employee welfare	21	2	0.6	0.6
Sense of Responsibility	22	8	2.6	2.6
Objectivity	23	1	0.3	0.3
Maximizes individual's motivation by employing result-based compensation system	24	8	2.6	2.6
Give preference to individual's ability	26	12	3.9	3.9
Self-development as an expert	27	5	1.6	1.6
Preferential treatment of experts	29	1	0.3	0.3
Professionalized management and organizational life	32	3	1.0	1.0
DK	33	5	1.6	1.6
Free discussion and assertive expression	36	7	2.3	2.3
Strictly resting on holidays without regards to work	38	1	0.3	0.3
Globalized education	39	1	0.3	0.3
Open Mind	41	3	1.0	1.0
Development and training of employees	42	11	3.6	3.6
Annual salary system	43	2	0.6	0.6

Outstanding competitiveness	44	1	0.3	0.3
Diligent, Faithful	45	2	0.6	0.6
Specialized work task, Concentration	47	3	1.0	1.0
Rational decision-making process	48	1	0.3	0.3
Flexible thinking and organization	49	1	0.3	0.3
Merits of making concessions	50	1	0.3	0.3
No need for flattering superior	51	2	0.6	0.6
Dutch Pay	52	1	0.3	0.3
None	53	4	1.3	1.3
Can work without regards to age or mandatory retirement	54	1	0.3	0.3
Fair Evaluation	55	2	0.6	0.6
Increase efficiency by respecting individuality	56	1	0.3	0.3
NA	99	42	13.6	13.6
Total		309	100.0	100.0

### **h3\_2 Foreign organizational culture that we should learn: 2nd**

H3. Which characteristics of foreign management or organizational culture do you think we should learn from? Second:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Clear separation of personal matter and work, Clear separation of business and pleasure	1	2	0.6	2.2
Working hard during work hours and leaving at the end of the work day without having to consider what other's may think	2	1	0.3	1.1
Transparent use of corporate profits on employee welfare	3	1	0.3	1.1
Promotion based on ability, Putting results and ability ahead of personal connections	4	7	2.3	7.6
Transparent management without corruption, transparent corporate management	6	3	1.0	3.3
Accuracy in conducting work based on rules of principle	7	4	1.3	4.3
Rational way of thinking	8	4	1.3	4.3
Consideration for others	9	2	0.6	2.2
Respecting individual's privacy	10	3	1.0	3.3
Thinking with focus on long-term gains rather than short-term gains	12	1	0.3	1.1
Superiors aren't authoritative and treat subordinates with respect and as equals	14	3	1.0	3.3
Determining compensation based on ability without sexual discrimination	15	1	0.3	1.1
Clear notion of time	16	1	0.3	1.1

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Using creativity at work	17	2	0.6	2.2
Pride about work	18	1	0.3	1.1
Good cooperation in conducting work	19	1	0.3	1.1
Transparent decision making regarding compensation	20	1	0.3	1.1
Spending on employee welfare	21	2	0.6	2.2
Sense of Responsibility	22	3	1.0	3.3
Objectivity	23	3	1.0	3.3
Maximizes individual's motivation by employing result-based compensation system	24	3	1.0	3.3
Customer-centered corporate culture	25	1	0.3	1.1
Give preference to individual's ability	26	9	2.9	9.8
Self-development as an expert	27	2	0.6	2.2
Strong cooperative spirit	30	1	0.3	1.1
Provide hands-on experience in addition to general knowledge needed in management	31	1	0.3	1.1
Professionalized management and organizational life	32	3	1.0	3.3
Guarantee environment where an individual can demonstrate one's ability	35	3	1.0	3.3
Free discussion and assertive expression	36	2	0.6	2.2
Scientific culture	37	2	0.6	2.2
Globalized education	39	2	0.6	2.2
Labor-management's capability to conduct work harmoniously	40	1	0.3	1.1
Annual salary system	43	4	1.3	4.3
Outstanding competitiveness	44	1	0.3	1.1
Thorough preparation	46	3	1.0	3.3
Specialized work task, Concentration	47	4	1.3	4.3
Rational decision-making process	48	2	0.6	2.2
Flexible thinking and organization	49	2	0.6	2.2
		92	29.8	100.0
System missing		217	70.2	
Total		309	100.0	100.0

## h3\_3

## Foreign organizational culture that we should learn: 3rd

H3. Which characteristics of foreign management or organizational culture do you think we should learn from? Third:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
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Clear separation of personal matter and work, Clear separation of business and pleasure	1	1	0.3	5.3
Working hard during work hours and leaving at the end of the work day without having to consider what other's may think	2	1	0.3	5.3
Promotion based on ability, Putting results and ability ahead of personal connections	4	3	1.0	15.8
Respecting individual's privacy	10	2	0.6	10.5
Thinking with focus on long-term gains rather than short-term gains	12	1	0.3	5.3
Determining compensation based on ability without sexual discrimination	15	1	0.3	5.3
Clear notion of time	16	1	0.3	5.3
Maximizes individual's motivation by employing result-based compensation system	24	5	1.6	26.3
Manage individual's performance to an extreme	28	1	0.3	5.3
Professionalized management and organizational life	32	1	0.3	5.3
Elimination of the seniority system	34	1	0.3	5.3
Development and training of employees	42	1	0.3	5.3
		19	6.1	100.0
System missing		290	93.9	
Total		309	100.0	100.0

### **h3\_4 Foreign organizational culture that we should learn: 4th**

H3. Which characteristics of foreign management or organizational culture do you think we should learn from? Fourth:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Clear separation of personal matter and work, Clear separation of business and pleasure	1	1	0.3	25.0
Respecting individual's privacy	10	1	0.3	25.0
Thinking with focus on long-term gains rather than short-term gains	12	1	0.3	25.0
Clear notion of time	16	1	0.3	25.0
		4	1.3	100.0
System missing		305	98.7	
Total		309	100.0	100.0



**h4\_1 Korean organizational culture that foreigner don't understand: 1st**

H4. From a foreigner's point of view, what do you think is the most difficult aspect to understand about Korean organizational culture? Please note specific examples if possible.

First:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Excessive order of rank between the superior and subordinates, Seniority system	1	18	5.8	5.8
Atmosphere that puts company ahead of individual or family	2	7	2.3	2.3
Passing the glass at a company dinner or drinking party	3	9	2.9	2.9
Older colleague or superior paying for meals when eating with colleagues	4	6	1.9	1.9
Culture of nepotism developed from family centered society	5	5	1.6	1.6
Regionalism	6	6	1.9	1.9
Personal connections based on school and regional ties which overlook principles, especially at time of promotion	7	44	14.2	14.2
Culture of righteousness	8	2	0.6	0.6
Complex paperwork process	9	1	0.3	0.3
Academic background, Organizational culture based on academic background	10	5	1.6	1.6
Collectivism	11	2	0.6	0.6
Flattering the superior	12	6	1.9	1.9
DK	13	14	4.5	4.5
Relationships at work extends beyond work to personal life	14	3	1.0	1.0
Fixing problems with bribes	15	2	0.6	0.6
None	16	6	1.9	1.9
Lack of autonomy	17	1	0.3	0.3
Not strictly complying with working hours	18	6	1.9	1.9
Lack of pride in work	19	2	0.6	0.6
Drinking culture that leads to overdrinking	20	19	6.1	6.1
Working like a machine without regard to personal preference or adaptability	21	1	0.3	0.3
No sense of responsibility	22	1	0.3	0.3
Principles and rules are violated due to sentiments	23	5	1.6	1.6
Self-centered way of thinking preoccupied with looking after one's own interest	24	6	1.9	1.9
Group culture within the organization	25	6	1.9	1.9

Tendency to undervalue natural sciences and engineering	26	1	0.3	0.3
A culture which prevents workers from leaving the office even after work hours because of what one's superior may think	27	2	0.6	0.6
Lack of the concept of time	28	7	2.3	2.3
Spending the work day half-heartedly	29	1	0.3	0.3
Bribery between superior and subordinate for promotion	30	2	0.6	0.6
Staying up all night helping at the funeral of a colleague's family member	31	2	0.6	0.6
Sexual discrimination at time of promotion	32	1	0.3	0.3
Can't separate business and pleasure, Can't separate work and personal life	33	11	3.6	3.6
Authoritarian company	34	1	0.3	0.3
Hereditary management	36	3	1.0	1.0
Extreme emphasis on performance management	37	1	0.3	0.3
Bribe	38	3	1.0	1.0
Collective organizational culture	39	4	1.3	1.3
Ignoring the opinion of others, irrational decision making	41	2	0.6	0.6
Hastily and half-heartedly performing duties at work	42	2	0.6	0.6
Unscrupulous methods of responding to group actions, labor problems	43	2	0.6	0.6
Bureaucracy	44	1	0.3	0.3
Wine and Dine Culture	46	6	1.9	1.9
Irrational culture of foul play	47	1	0.3	0.3
Over-emphasis on etiquette and manners	49	1	0.3	0.3
Empty formalities and vanity	50	1	0.3	0.3
Passive way of thinking	51	1	0.3	0.3
Friendly relationship with superior, close relationship	52	3	1.0	1.0
Military culture	53	1	0.3	0.3
Managing organization based on personal relationships	54	1	0.3	0.3
Must resign when retirement age is reached	56	3	1.0	1.0
Culture of respecting elders	57	1	0.3	0.3
Impatient personality	58	1	0.3	0.3
Hot blooded, being easily aroused and easily subdued	59	1	0.3	0.3
Inflexible and obsolete way of thinking	60	2	0.6	0.6
NA	99	57	18.4	18.4
Total		309	100.0	100.0

**h4\_2 Korean organizational culture that foreigner don't understand: 2nd**

H4. From a foreigner's point of view, what do you think is the most difficult aspect to understand about Korean organizational culture? Please note specific examples if possible.

Second:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Excessive order of rank between the superior and subordinates, Seniority system	1	6	1.9	9.5
Atmosphere that puts company ahead of individual or family	2	4	1.3	6.3
Older colleague or superior paying for meals when eating with colleagues	4	1	0.3	1.6
Personal connections based on school and regional ties which overlook principles, especially at time of promotion	7	8	2.6	12.7
Academic background, Organizational culture based on academic background	10	5	1.6	7.9
Collectivism	11	2	0.6	3.2
Flattering the superior	12	2	0.6	3.2
Relationships at work extends beyond work to personal life	14	1	0.3	1.6
Fixing problems with bribes	15	1	0.3	1.6
Drinking culture that leads to overdrinking	20	6	1.9	9.5
Working like a machine without regard to personal preference or adaptability	21	1	0.3	1.6
No sense of responsibility	22	1	0.3	1.6
Group culture within the organization	25	2	0.6	3.2
A culture which prevents workers from leaving the office even after work hours because of what one's superior may think	27	1	0.3	1.6
Lack of the concept of time	28	1	0.3	1.6
Bribery between superior and subordinate for promotion	30	1	0.3	1.6
Can't separate business and pleasure, Can't separate work and personal life	33	1	0.3	1.6
Authoritarian company	34	2	0.6	3.2
Tax evasion by businessmen	35	1	0.3	1.6
Bribe	38	1	0.3	1.6
Collective organizational culture	39	1	0.3	1.6
Result based decision making	40	1	0.3	1.6
Unscrupulous methods of responding to group actions, labor problems	43	1	0.3	1.6
Bureaucracy	44	2	0.6	3.2
Company gathering on a day off	45	2	0.6	3.2

Attending to family events	48	1	0.3	1.6
Empty formalities and vanity	50	1	0.3	1.6
Managing organization based on personal relationships	54	1	0.3	1.6
Lack of freedom in expressing one's opinion	55	1	0.3	1.6
Must resign when retirement age is reached	56	2	0.6	3.2
Culture of respecting elders	57	1	0.3	1.6
Loyalty toward the organization	63	1	0.3	1.6
		63	20.4	100.0
System missing		246	79.6	
Total		309	100.0	100.0

#### **h4\_3 Korean organizational culture that foreigner don't understand: 3rd**

H4. From a foreigner's point of view, what do you think is the most difficult aspect to understand about Korean organizational culture? Please note specific examples if possible.

Third:

RESPONSE	PUNCH	FREQ.	PERCENT	VALID %
Atmosphere that puts company ahead of individual or family	2	1	0.3	8.3
Personal connections based on school and regional ties which overlook principles, especially at time of promotion	7	3	1.0	25.0
Academic background, Organizational culture based on academic background	10	1	0.3	8.3
Lack of autonomy	17	1	0.3	8.3
Working like a machine without regard to personal preference or adaptability	21	1	0.3	8.3
Principles and rules are violated due to sentiments	23	1	0.3	8.3
A culture which prevents workers from leaving the office even after work hours because of what one's superior may think	27	1	0.3	8.3
Can't separate business and pleasure, Can't separate work and personal life	33	1	0.3	8.3
Corporate management through reckless diversification	61	1	0.3	8.3
Sexual discrimination	62	1	0.3	8.3
		12	3.9	100.0
System missing		297	96.1	
Total		309	100.0	100.0