Open University of Cyprus

Faculty of Economics & Management

Postgraduate (Master's) Program of Study
Business Administration (MBA)

Postgraduate (Master's) Dissertation

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A study of cultural values of Cypriot and other countries' workers and their impact on management

Georgia Hairalla

Supervisor

Dr Epaminondas Epaminonda

May 2020

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fulfillment of the requirements for the postgraduate degree
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Summary

The aim of this dissertation was to study the cultural values of Cypriot and other countries' workers and discuss impact management, through a questionnaire answered by 102 Cypriots and 49 others.

Cyprus has a high level of power distance related characteristics. Senior executives are less available than their subordinates, communication flows downwards and executives are highly respected. Employees are highly dependent on their superiors while at the same time there is a great distance between them, and they rarely approach or criticize each other. A Cypriot worker who is at a lower hierarchical level characterized by high power distance levels accepts and expects the existence of hierarchy and the different approach between superiors and subordinates. The workers understand that their company offers opportunities to strengthen their skills and knowledge.

Cypriots have a low rate of uncertainty avoidance factor which indicates that they are flexible, relaxed, and do not worry when things go wrong. Cypriots are less concerned in cases of ambiguity and uncertainty and are more tolerant of sadden changes.

Cyprus is a collectivist country with a low level of individualism. The bonds between the members of society are strong, people are relaxed, and everyone cares for their family. On the collective side, Cypriot workers are integrated into strong and cohesive groups. They want to belong to the community as an extension to their family and believe that to achieve this, they must be tolerant, relaxed, loving, and non-aggressive. They believe in teamwork and collectivity in the workplace.

A good working environment, personal time, training, freedom and facing challenges are very important. They see modern education as a valuable component for future success. This shows a future-oriented perspective rather than a conventional historical short-term perspective. On the other hand, they are not very satisfied with their working environment and their co-workers. In business, it is important for Cypriots to build trustworthy and long-term relationships.

There is a mid-level in Cyprus regarding male-dominated cultures. Men consider it honorable to take care of their families. In a masculine culture such as Cyprus, the success of a family member adds social value to the whole group (family, friends, etc.). At the workplace, they are motivated by a relaxed friendly atmosphere where both men and women enjoy the same rights.

Cypriots agree that an adult should be assertive and energetic in order to acquire the maximum material comfort, social status, and prestige.

Περίληψη

Ο σκοπός αυτής της διατριβής ήταν να μελετήσει τις πολιτιστικές αξίες των εργαζομένων της Κύπρου και άλλων χωρών και να συζητήσει τη διαχείριση των επιπτώσεων, μέσω ερωτηματολογίου που απάντησαν 102 Κύπριοι και 49 άλλοι.

Η Κύπρος έχει υψηλό επίπεδο χαρακτηριστικών απόστασης ισχύος. Τα ανώτερα στελέχη είναι λιγότερο διαθέσιμα από τους υφισταμένους τους, η επικοινωνία ρέει προς τα κάτω και τα στελέχη είναι ιδιαίτερα σεβαστά. Οι εργαζόμενοι εξαρτώνται σε μεγάλο βαθμό από τους προϊσταμένους τους, ενώ ταυτόχρονα υπάρχει μεγάλη απόσταση μεταξύ τους, και σπάνια πλησιάζουν ή επικρίνουν ο ένας τον άλλον. Ένας Κύπριος εργαζόμενος που βρίσκεται σε χαμηλότερο ιεραρχικό επίπεδο που χαρακτηρίζεται από υψηλά επίπεδα απόστασης ισχύος αποδέχεται και αναμένει την ύπαρξη ιεραρχίας και τη διαφορετική προσέγγιση μεταξύ ανωτέρων και υφισταμένων. Οι εργαζόμενοι κατανοούν ότι η εταιρεία τους προσφέρει ευκαιρίες για την ενίσχυση των δεξιοτήτων και των γνώσεών τους.

Οι Κύπριοι έχουν χαμηλό συντελεστή αποφυγής αβεβαιότητας που δείχνει ότι είναι ευέλικτοι, χαλαροί και δεν ανησυχούν όταν τα πράγματα πάνε στραβά. Οι Κύπριοι ανησυχούν λιγότερο για περιπτώσεις ασάφειας και αβεβαιότητας και είναι πιο ανεκτικοί στις μεταβαλλόμενες αλλαγές.

Η Κύπρος είναι μια κολεκτιβιστική χώρα με χαμηλό επίπεδο ατομικισμού. Οι δεσμοί μεταξύ των μελών της κοινωνίας είναι ισχυροί, οι άνθρωποι είναι χαλαροί και όλοι νοιάζονται για την οικογένειά τους. Από τη συλλογική πλευρά, οι Κύπριοι εργαζόμενοι εντάσσονται σε ισχυρές και συνεκτικές ομάδες. Θέλουν να ανήκουν στην κοινότητα ως προέκταση της οικογένειάς τους και πιστεύουν ότι για να το επιτύχουν αυτό, πρέπει να είναι ανεκτικοί, χαλαροί, στοργικοί και μη επιθετικοί. Πιστεύουν στην ομαδική εργασία και τη συλλογικότητα στο χώρο εργασίας.

Ένα καλό εργασιακό περιβάλλον, προσωπικός χρόνος, εκπαίδευση, ελευθερία και αντιμετώπιση προκλήσεων είναι πολύ σημαντικά γι αυτους. Βλέπουν τη σύγχρονη εκπαίδευση ως πολύτιμο συστατικό για τη μελλοντική επιτυχία. Αυτό δείχνει μια προοπτική προσανατολισμένη στο μέλλον και όχι μια συμβατική ιστορική βραχυπρόθεσμη προοπτική. Από την άλλη πλευρά, δεν είναι πολύ ικανοποιημένοι με το εργασιακό τους περιβάλλον και τους συναδέλφους τους. Στις επιχειρήσεις, είναι σημαντικό για τους Κύπριους να οικοδομήσουν αξιόπιστες και μακροχρόνιες σχέσεις.

Υπάρχει ένα μεσαίο επίπεδο στην Κύπρο σχετικά με τους άντρες που κυριαρχούν. Οι άνδρες θεωρούν τιμητικό να φροντίζουν τις οικογένειές τους. Σε μια ανδρική κουλτούρα όπως η Κύπρος, η επιτυχία ενός μέλους της οικογένειας προσθέτει κοινωνική αξία σε ολόκληρη την ομάδα (οικογένεια, φίλοι κ.λπ.). Στο χώρο εργασίας, παρακινούνται από μια χαλαρή φιλική ατμόσφαιρα όπου άνδρες και γυναίκες απολαμβάνουν τα ίδια δικαιώματα.

Οι Κύπριοι συμφωνούν ότι ένας ενήλικας πρέπει να είναι δυναμικός και ενεργητικός για να αποκτήσει τη μέγιστη υλική άνεση, κοινωνική κατάσταση και κύρος.

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Table of Contents

Introduction

a.   Aim of the subject

The purpose of this study is to study the cultural values of Cypriot and other countries' workers and their impact on management.

b.   Objectives

The aim of the study is to give a comprehensive picture of national culture and values in business in general and in Cyprus in particular (Cypriots and other nationalities - workers) and how they affect management. What needs to be done to improve relations between employees and their superiors?

c.   Reasons to choose the topic

This topic was considered a worthy choice due to the importance of cultural values among employees in any working environment. Through further exploration of how those values impact the management. The research that will be carried out will lead to safe conclusions regarding the current situation and especially during the new global crisis due to pandemic illness which is coronavirus. The COVID-19 pandemic is the defining global health crisis of our time and the greatest challenge we have faced since World War Two. (UNDP. 2020)

Modern businesses and organizations operate in an ever-changing environment. An organization's behavior reflects people's psychological, national, racial, cultural, political, and social structure. Humans are the most important elements of an organism's energy.

Cultural values have become one of the most important business topics. CEOs and HR leaders now recognize that culture drives people's behavior, innovation, and customer service. Culture is a business issue, not merely an HR issue. The CEO and executive team should take responsibility for an organization's culture, with HR supporting that responsibility through measurement, process, and infrastructure. While culture is widely viewed as important, it is still largely not well understood; many organizations find it difficult to measure and even more difficult to manage. Culture can determine success or failure during times of change: Mergers, acquisitions, growth, and product cycles can either succeed or fail depending on the alignment of culture with the business's direction. Social-cultural factors can involve social attitudes, beliefs, education, legal structure and political ideology. (Deloitte Insights, 2016)

In addition, this study will examine the national barriers to Culture for management based on the Cyprus market. It should be noted that the study is based on Hofstede's work on national cultural barriers. He says: There is never enough time to avoid the problems that arise, but there is always enough time to get things right after they have gone wrong. This firefighting mentality is evident in many businesses, which, by creating enormous costs, repeat and fuel conflicts between operations. We could argue that the same is true in Management. The transformation of a culture, which is considered necessary for success,

differs from country to country and cannot be applied to another nation.

This dissertation attempts to show how the basic principles of management are addressed, as well as the possible obstacles it will face in implementing them in the Cypriot context. In addition, based on the dimensions of Hofstede, it attempts to examine the possible correlations between the management and the cultural values of Cyprus.

The dissertation consists of two parts, one theoretical and one research with 67 in total Questions. The concepts of Cultural values based on Hofstede's theory and dimensions. Then the 2nd Chapter describes the influence of Cultural values on the company/organization and soporifically on management and presents the model that will be used for the empirical investigation of the subject. In addition to that, the theory on Management and the concept of management and the role of business executives are developed in the 1st Chapter of the theoretical framework based on the Cyprus market. The second part closes with a brief report on the current situation in Cyprus regarding the businesses.

The 3rd Chapter first describes the methodology followed and presents the target group selected for investigation. Then, its response to the factors of the model used is investigated, while the dissertation is completed with conclusions, proposals to the Cypriot business community, and employees (Cypriots and all other nationalities working in Cyprus), research restrictions and proposals. for further investigation of the matter.

Chapter 1

1. Definition Of Culture

When we talk about cultural values in business it is impossible not to talk about Hofstede's dimensions which are Power Distance, Uncertainty avoidance, Individualism vs Collectivism, Masculinity vs Femininity and the latest contribution Long-term vs short-term orientation.

In order to be effective in today's international environment, executives must have the ability to understand and interpret the culture of the country in which they work. This is important, since the perception of management and how to exercise management, the different strategy and administrative practice of any business. A practice that can be considered extremely successful in each culture can have a completely opposite effect on another. (Opentextbc.Ca, 2012)

The culture, internationally or nationally, but also at the organizational level, has a huge impact on the goals and priorities set at the collective and individual levels, in the administrative, practical, procedural, but also in achieving the multifaceted results. concept for which many have been given. (Kroeber & Kluckhohn, 1952).

The term "culture" comes from the Latin "cultura" which means cultivate, care for and use since the 15th century to express cultivation through education. Tylor (1871) defines culture as a set of knowledge, beliefs, ethics, customs, abilities, and habits that human beings have acquired over time in society. Hofstede (1991) describes it as a kind of collective mental software that separates a set of individuals from another.

The visible level of culture includes the artefact and, of course, its surroundings and the belief and the espoused values of the people. These are based on certain basic underlying assumptions, worldviews, perceptions, thoughts and ideas of the world, of others and of oneself. In particular, at the enterprise level, the creators are included in the creation process, and at the value level, all those beliefs that are the basis for sending the business and the target, while at the level of basic assumptions, data are persuaded and to understand how things should be in relation to e.g. with customers, colleagues and the environment inside the business.

The word "culture" is of Latin origin and its primary meaning is "cultivation". It was first used to cultivate fields and then metaphorically, to cultivate spirit, intellect, culture and more broadly education and development. As far as businesses are concerned, it has been and is about the mentality and the change of mentality as a potential process. In general, it is a concept that has its roots in cultural anthropology. The concept of culture refers to the whole way of life of the members of a society.

Finally, the word culture is defined as the set of ideas, theories of behaviour or spiritual parameters shared by a group of people (Hofstede, 1994).

1.1. *Theory of Social Values*

According to the theory of social values (Schwartz & Bilsky, 1990 Schwartz, 1992) people have a structured system of types of social values that are universal. The intercultural study of the subject based on Schwartz's theoretical proposition significantly supports this position (Fontaine, Poortinga, Delbeke, & Schwartz, 2008). Social values have the following key characteristics:

i. Beliefs are inextricably linked to emotion: People tend to experience pleasant or unpleasant feelings depending on whether a value that is important to them is suppressed or not.
ii. They relate to desirable behaviors that motivate behavior: People tend to behave according to the values that are most important to them.
iii. Exceed certain situations and behaviors: If it is assumed that for a person compliance is an important value, then he will tend to restrain his actions and will suspend his impulses, both in his workplace and in his social, friendly or family work. relationships.
iv. They are points of reference for the individual: As they serve as a basis for self-assessment they occupy a central place in self-perception and guide the evaluation or selection of behaviors, situations and people based on the possible consequences of their choices on their important values. If it is important for an individual to respect and follow cultural or religious customs and traditions, the evaluation and selection of situations and people will be determined accordingly (Vauclair, Christin-Melanie. 2009).

1.2. *Social values*

Social values can be approached on a cultural and individual level. In the second case, the following 10 types of social values are distinguished:

i. Power: Social prestige, superiority over individuals and resources.
ii. Achievement: personal success, as defined by social criteria.
iii. Hedonism: pleasure or satisfaction of the senses.
iv. Stimulation: excitement, challenge and innovation.
v. Self-direction: independence of thought and action, creativity, exploration.
vi. Universalism: understanding, tolerance and interest in the well-being of all people and nature.
vii. Benevolence: maintaining and enhancing the well-being of those whom each considers to be their own people.
viii.   Tradition: respect and devotion to cultural or religious customs and traditions.
ix. Conformity: retention of actions and suspension of impulses that may harm others or violate social rules.
x. Security: social security and stability (En.wikipedia.org. 2019).

1.3. Definition Of Culture By Hofstede

Culture has been defined in many ways, with Hofstede (2011) defining it as the collective planning of the mind that distinguishes members of a group or group of people from others. It is a collective phenomenon used for races or ethnic groups, for nations and for organizations. In this context, various scholars have attempted to reflect the dimensions of the concept of culture. The first attempt was in 1949, when American psychologist Raymond Cattell published an application of the new statistical technique of factor analysis for the comparison of nations. Cattell used a country-wide matrix of variables for many countries, in terms of various variables such as geography, demography, history, politics, economics, sociology, law, religion and medicine. The resulting factors were difficult to interpret except for the important role of economic growth. Reproductions of his method by others have produced insignificant results, more importantly applications to limited aspects of societies (Hofstede, 2011).

In the analysis of culture, the most well-known model is the Hofstede model. This model of national and regional differences in culture initially consisted of four dimensions. Later, expanding his research and collaborating with other scientists, Hofstede gradually enriched his model to six dimensions of culture, which are described below:

i. Power Distance related to the various solutions to the basic problem of human inequality.
ii. The Uncertainty Avoidance Index, which relates to the level of stress in a society in the face of an unknown future.
iii. Individualism versus Collectivism related to the integration of individuals into primary groups.
iv. Masculinity versus Femininity related to the distribution of roles between women and men.
v. Long Term versus Short Term Orientation), related to the choice of focus for their efforts people: the future or the present and the past.
vi. Resistance to Retention, related to satisfaction with controlling the basic human desires associated with enjoying life. (Jasminka Lažnjak.2011)

1.4. Information on Geert Hofstede

Geert Hofstede was born on October 2, 1928 in Harlem and has Dutch citizenship. He received his master's degree in Mechanical Engineering and PhD in Social Psychology. It is peer Professor of Organizational Anthropology and International Management University of Maastricht in the Netherlands (Wikipedia Contributors, 2019). He is also a writer several books, including The Consequences of Culture (2nd, fully Revised Edition, 2001) and Cultures and Organizations, Software Mind (2nd revised edition 2005, with Geert's son Jan Hofstede).

Geert Hofstede is known for providing a theoretical framework which attempts to analyze the relationships between organizational actions and cultural beliefs. In 1965, he worked at IBM as an instructor in the International Executive Department

Development. It was there, at IBM, that he conducted his research. The information gathered and analyzed were data from more than 100,000 people from forty different countries.

One of the most distinguished social scientists in the world, with many researches and studies on the concept of culture, is Geert Hofstede, a sociologist and author who studied national cultures and business cultures. Hofstede is a researcher of differences in national culture but also in organizational-business culture and has "written history" with the study of "Culture's Consequences", with which he categorizes national culture according to factors such as "Power of Hierarchy" (Power distance), "Individualism", "Masculinity versus Femininity", "Uncertainty Avoidance", "Long-term versus" (Short-term versus - short term orientation) . (Hofstede, G., Hofstede, G. and Minkov, M., 2017)

This work is a cornerstone for the analysis of national culture and has made him world famous, while his books have been translated -in addition to English- into 16 other languages. With detailed studies and analyzes in more than fifty countries and a sample of the largest and most reputable companies, he has gained the recognition of the academic community, even from researchers who do not agree with his theory. Hofstede, using his own version of his theory, defines culture as the collective planning of the mind, which separates the members of one whole or one category of people from another. At the same time, he emphasizes that the behavior of everyone can be partially predetermined by this planning or even completely deviated from it, in the sense that the individual can behave differently than defined by his culture. Instead, it defines as a personality, all the spiritual values that one person possesses and cannot share with others (Hofstede, G., 1998).

1.5. *Hofstede's Research*

Hofstede in this research, conducted as a trainer at IBM from 1968 to 1972, he studied the forces that are behind the so-called culture difference between peoples. For example, of a behavior or custom here to be considered right and familiar, somewhere not - in general.

Hofstede's book Culture's Consequences, in which the results of a study conducted twice - in 1968 and 1972 - collected 116,000 questionnaires from people of 40 different nationalities, is one of the first to deal with issues of national culture. (Cooper, Cary L. 1980). It is true that Hofstede's conclusions have been criticized for many reasons. The most important are that they come from the employees of a unique organization, that they were collected more than thirty years ago and that the average prices for whole countries leave other basic, indicative prices for all these countries in the dark. Nevertheless, the main conclusions of his research continue to be the best basis for examining national differences in relation to the various areas of organizational activity, as they are a clear indication of the magnitude of the influence that nationalities have on organizational culture (Corporate Finance Institute, 2015).

From the original results, and later additions, Hofstede developed a model that

identifies four key dimensions for to help differentiate cultures. After this investigation it came to the following dimensions of culture, power distance - PDI, Individualism - IDV, masculinity - MAS, and uncertainty avoidance - UAI (Change Factory, 2020).

Geert Hofstede added a fifth dimension after the performance an international research study focused on the Chinese employees and managers. So, it came to a dimension, based on Confucian dynamism, long-term oriented - LTO and was implemented in 23 countries.

For G. Hofstede whose effort and contribution to conceptual Decoding the culture is ongoing and important in the latter. For 25 years, culture is not the property of individuals but of groups.

Culture manifests through 4 conceptual domains:

- **of Symbols**, which include words, objects and gestures for every culture has a different meaning like language as a way communication, clothing, flags
- **Heroes,** people with exemplary behavior and high value features for the culture in which they move
- **Rituals**, where they are judged as social in a culture necessary to ensure stability and clarity like the way we greet others, the way we communicate, promotion or dismissal of the employee; and
- **Values**, that is, beliefs, ideas and behaviors that they are preferred over others while adopting the value system at a young age and unconsciously. These fields call them "practices".

G. Hofstede systematically surveyed 160,000 investors in countries which showed that national culture excels as determinant of individuals' behavior towards others parameters, such as the position one holds. Find out how there are common problems but with different solutions from country to country such as:

- Social inequality that includes the relationship with power.
- The relationship between the individual and the group.
- The notion of femininity and masculinity and the social consequences
- of being a man or a woman.
- Ways to deal with uncertainty associated with control aggression and the expression of emotions.

These 4 presents key problem areas as dimensions culture. Each dimension is a part of the culture that can be measured and compared to other cultures (O'Mahony, Niamh, 2004).

1.6. *Hofstede's theory*

Each person has developed a way of thinking and understanding the world, which to one degree or another affects his activities. Much of a person's thinking has been

defined since childhood, as a person is more adept at learning and imitating. Moving to a new set of perceptions changes the way of thinking presupposes the deconstruction of older perceptions, which is especially difficult when it happens for the first time (Hofstede, G., Hofstede, G. and Minkov, M., 2017).

Hofstede borrows the term "software" from computer technology and claims that a person's sense, thought, and perception patterns act as mental programs or are the software of his thinking. This does not mean that the person has planned activities, but that his future activities are in part predetermined by his mental program. Man continues to maintain the ability to react in creative and unpredictable ways and thus to deviate from what would be expected based on a straightforward interpretation of his spiritual programming (Wikipedia 2019).

The concept of culture comes from the term 'cultivation'. The term culture often implies the culture and arts that have developed in a country. But the concept of culture as a mental program has a broader meaning, and that's exactly what Hofstede is interested in.

Culture is a collective phenomenon in the sense that it results from the interaction of people with their environment and is common to the members of a group. "Members of one group or category of people differ from each other in the difference in the collective planning of their thinking." If culture emerges in relation to the social environment, it will be learned and not something that you inherit. One should distinguish culture from what we call human nature and personality.

Human nature refers to things like the feeling of fear, the anger of joy, love, the need to form relationships with other people, the ability to understand the environment, and so on. Human nature is the global part of people's mental planning. Although human nature has something in common with all human beings, the way in which feelings are expressed or perceived and realized in human relationships is directly influenced by culture. A person's personality is the only and personal part of mental planning. It is based on habits that are partly inherited and partly a product of learning. But learning means being influenced by culture as well as personal experiences.

Hofstede's theory of the dimensions of culture was originally developed based on a series of surveys conducted by Geert Hofstede among the 117,000 employees of the IBM company, established in various countries during the period 1967-1973. 15
Since then, the research has gone beyond the business frontier and focused on analysis of the culture of different peoples. Extended to many countries, revealing valuable information on cultural particularities of these peoples. This is how the theory was formed Hofstede who helped to better understand culture and special characteristics of each people (Myers, Michale D., and Felix B. Tan, 2002).

The findings of these studies were widely used by experts in International Marketing, Management, International Relations, Diplomacy, Intercultural Psychology, etc. in order to adapt their strategies and policies to the data of each country.

Hofstede's original theory suggested that the analysis of each people's culture be examined in relation to 4 dimensions, but relatively recently (2010) the model this evolved into a 6-dimensional model.

The 6 dimensions are:

1.6.1. Power Distance Index (PDI)
1.6.2. Individualism (IDV) versus collectivism
1.6.3. The Uncertainty Avoidance Index (UAI)
1.6.4. "Masculinity" (MAS), against "femininity"
1.6.5. The Long-Term Orientation (LTO)
1.6.6. Resistance to Retention (IVR) (Geert Hofstede, 2013)

1.6.1. The Power Distance Index (PDI)

It demonstrates the degree to which power relations (or not) are accepted by members of a society. In countries with a high-power index (such as Latin America etc.), hierarchical relationships are considered normal, whereas in countries with a low power index (such as Sweden, Israel, etc.), this is not easily accepted.
It shows that the less powerful members of a society know and accept the fact that power is distributed unequally (Investopedia, n.d.)

This dimension is reflected in the values of both the strong and the weak members of society and affects the way people accept and distribute power. In cultures where this dimension is high, every member of society holds the position he deserves and as a result, the acceptance and distribution of power is a natural consequence. Countries with a high rate of power are often characterized by a high rate of political violence, such as Latin American and Arab nations. In contrast, in the cultures of countries where this dimension is low, such as the United States, the Scandinavian countries and Germany, power has a negative connotation while emphasizing equal rights and opportunities in the workplace.

A high PDI reflects the degree to which unequal distribution of power is accepted by employees (respect for hierarchy, symbols, titles). A low PDI reflects the degree to which unequal distribution of power is unacceptable to employees (formal power has power but does not frighten employees. In situations of high-power distance, existing ones expect them to it defines exactly what to do, the hierarchically superior are qualified and both consider themselves unequal. In short distance situations existing power expects their opinion to be considering in the process of the decision-making.

1.6.1.1. The Power Difference in the Work Environment

Most people start their careers from young age after gaining experience as students in the family and at school. In cases of great power difference, their superiors and subordinates consider each other unequal. The hierarchical system is based on pre-

existing inequality. Organisations gather as much power as possible in fewer people. Existing people are waiting to receive instructions on what to do and how to do it. There are many supervisory staff, which is structured in a hierarchical way, where one reports progress to the other. The payroll system shows large gaps between high-ranking and low-ranking executives of a company. Workers are relatively untrained and manual labor has a much lower status than that in an office. Seniors enjoy benefits and contacts between superiors and subordinates begin only with superiors. The ideal boss in the eyes of the existing ones, the one with whom they feel most comfortable and whom they respect the most, is a benevolent monarch or a "good father". After some experiences with "bad fathers", ideologically they may reject the power of their boss completely, while in practice they seem to comply with it. Relationships between subordinates and their superiors in organizations with a large power difference are often full of emotions.

1.6.2. Individualism (IDV) versus collectivism

It demonstrates the extent to which a society is organized into groups. In a nutshell it defines the independence (or dependence) of the individual within the society in which he lives. An individualistic society places greater emphasis on personal achievements and individual rights, as opposed to a cowardly society in which the individual sees himself through the achievements of the group to which he belongs (family, friends, club, etc.) and to which he owes his commitment. A commitment that is rarely disputed. (The Articulate CEO, 2011).

Individualism is the degree to which people represent themselves and act on their own, while collectivism or collectivism translates as the degree to which individuals act primarily as members of a group. This dimension describes the preference of members of a society to work through groups or to place more emphasis on individual action. In individualistic cultures, people focus on their "self", express personal views, self-realization is considered important and individual decisions are of greater value than collective ones. In contrast, in collectivist cultures, priority is given to people's relationships and emphasis on their needs and goals, and their identity is based on society. The countries with the greatest individualism are the Anglo-Saxon ones. Greece is one of the countries closest to collectivity. Latin American cultures have the lowest index in this category, while American culture is the most individualistic culture.

Cultures with high economic growth and colder climate tend to be individualistic while also finding negative correlation between Power Distance and Individuality / Collectivity. Cultures with a high degree of power distance tend to be collective. In the workplace this dimension is the composition of employees' answers to questions about personal time, opportunities for self-actualization, the possibility of adopting personal approaches to work, training opportunities, physical working conditions. In cultures characterized by individuality the work is organized so that the individual interests of the worker coincide with those of the employer while in cultures characterized by collectivity the worker acts according to the interests of the group in which they are integrated that may not coincide with his own (Merkin, Rebecca, 2014).

On the side of individualism in workplace:

- Personal time: have a job that gives you enough free time for your personal life and your family
- Freedom: have enough freedom to adopt your own approach to your work
- Challenge: to have a job that for you is a challenge - which will give you the feeling of achievement

On the side of collectivism in workplace:

- Training: to have further training opportunities (to improve your skills or gain new ones)
- Conditions: to have good working conditions (ventilation and lighting, enough space, etc.)
- Use of Skills: to make full use of your skills in your work

Some individuals prefer to work alone, make decisions on their own and excel in their responsibilities. They tend to have strong opinions and have their accomplishments acknowledged by superiors. These people are often referred to as individualist (Bizfluent, 2018).

1.6.2.1. Collectivist and individualistic societies in workplace

People who have a job in individualistic cultures are expected to act according to their own interests, and work is organized in such a way that the individual interest of the employee and the employer coincide. The employees they act as "economic individuals", or as individuals with a combination of financial and psychological needs, but in any case, as individuals with their individual needs. (Barsoux, Jean-Louis, et al, 1994)

In a collectivist culture, an employer never hires just one person, but one person who belongs to a group. The employee will act in the interest of his team, which does not necessarily coincide with his personal interest: self-marginalization in relation to the interest of the team is normal in such a society, and often his income individual share with their relatives.

The recruitment process in a collectivist society is always done with the team in mind. Often, preference is given to hiring relatives, initially the employer, but also other people who are already working for the company. This is called Nepotism (Inc.Com, n.d.)

In the business world, nepotism is the practice of showing favoritism toward one's family members or friends in economic or employment terms. For example, granting favors or jobs to friends and relatives, without regard to merit, is a form of nepotism. These practices can have damaging effects on businesses such as eroding the support of non-favored employees or reducing the quality and creativity of management.

Hiring people from a family you know reduces the risk. Relatives will also be interested in the family's reputation and help prevent other members of the family from misbehaving. In an individualistic society, family relationships at work are often undesirable, as they can lead to family domination and conflict of interest.

In response, some larger companies have instituted "anti-nepotism" policies, which prevent relatives (by blood or marriage) from working in the same department or firm. But in many smaller, family-owned businesses, nepotism is viewed in more positive terms. Family members are trained in various aspects of management to ensure the continuity of the company when members of the earlier generation retire or die. In fact, in many small business's nepotism is considered a synonym for "succession" (Com, 2014).

Some companies have rules about whether an employee will marry another and usually in such a case one of the two will have to leave the company. The workplace in a collectivist society can become a team. This happens more often in some countries than in others, but the feeling that this is how it should be is almost always there. The relationship between employer and employee is an element of ethics. It reflects the family relationship, with mutual obligations of protection against faith. The poor performance of an employee in this relationship is not a reason for his dismissal, as no one discourages his children for similar reasons. But performance and skills determine the subject matter of an employee's work (Furåker, Bengt. 2005).

There are many different types of employer-employee relationships in collectivist and individualistic societies. There are employers in collectivist countries who do not respect the trend of society and do not treat employees as if they are members of a group, but this results in employees not feeling that they are members of the team (the company), which could lead to violent clashes within the trade unions.

At the same time, there are employers in individualistic societies who have established close relationships with their employees, with the same balance of trend of protection-faith of collectivist societies. Business cultures can deviate from the culture of the country. Business management in an individualistic society is the management of individuals. Existing personnel are often transferred to other positions or companies individually, if they are given incentives or bonuses, which depend on their performance individually. Business management in collectivist societies is essentially team management (Opentextbc.Ca, 2019).

How close employees feel to their team at work varies from case to case. National and other differences within the group play an important role and managers in a collectivist society are very careful in this matter. It often makes sense to place people with a specific national background in a group, although individual managers consider this practice dangerous and tend to do the opposite. If the team works effectively, incentives and bonuses are given to the team as a whole and not to individuals (Immi.Se, 2014)

1.6.3. The Uncertainty Avoidance Index (UAI)

It defines a society's tolerance of 'uncertainty and uncertainty'. Behind this dimension, one could also discern, the degree of fear of the 'new / new' and any possible change it may bring. Peoples with a great deal of uncertainty avoidance tend to be more emotional and need structures, laws and rules, even if they are plausible. Because generally "Changes" create stress for these peoples, these laws and rules are difficult to separate, even if they are anachronistic. On the contrary, peoples with a low index of uncertainty avoidance seem to feel comfortable in a changing environment. They tend to be more realistic and tolerant of change. Such countries are usually distinguished for their innovation (Denmark, Sweden, etc.)

More specifically, this dimension reflects the extent to which a society seeks to address concern by minimizing uncertainty, or the extent to which people feel threatened by dubious situations and are rather rejecting ideas and behaviours that are out of the ordinary. In cultures where this dimension is high, there is a need to establish and enforce rules and formality in everyday life (e.g. about religion and food). Communication is typical, conflicts and competition are threatening, feelings of anxiety and tension are intense, and employees tend to stay in the same job longer. In this category, the Mediterranean countries hold the highest rank, and in fact Greece is the country with the greatest avoidance of uncertainty, but also Japan. On the other hand, in cultures with a low degree of this dimension, it is observed that their members do not easily publicize or externalize their feelings and prefer the existence or establishment of as few rules as possible in their daily lives. They believe in common sense and not in formality and do not feel threatened by situations of competition and conflict (Wikipedia, 2019).

These cultures prefer to avoid uncertainty, desire consensus, and preference for formal rules Individuals feel threatened, unsafe, and seek stability in employment. There is anxiety and this is expressed through constant activity but also nerves, aggression and gestures. There is resistance to innovation and employee motivation is based on safety. Low-index cultures they show a high tolerance for uncertainty, believe in accepting different views, taking risks and trying new things unknown. People do not feel insecure, they are more mobile and with frequent work shifts.

There is low expressiveness, it gives the impression of quiet and gentle members and the emotions do not go out. There is a tolerance for innovation, members are capable but not possessed of an inner drive for continued activity. This dimension was synthesized through employee responses to whether there is frustration and tension at work, in the perspective of his future career within the Organization.

1.6.3.1. Avoiding Uncertainty in the Workplace

Laws, regulations and regulations referred to the beginning of capital as ways in which society tries to prevent uncertainties in people's behavior. Societies with high avoidance of uncertainty have more laws and informal rules to control the rights and obligations of employers and employees. They also have more internal regulations to control the

processes in the work environment, although in this case the power difference also plays an important role. Where the power differences are large, the exercise of discretion by the superiors replaces to some extent the need for internal regulations. The need for rules in a society with high avoidance of uncertainty in its culture is emotional. People - employers and employees but also social workers and members of governments - are programmed to feel comfortable in a well-structured environment from childhood. Issues that can have the right structure should not be left to chance. The emotional need for laws and regulations in a society with a strong avoidance of uncertainty can lead to laws and behaviors defined by laws that are purely mechanical, incoherent, or even dysfunctional (Communicaid Group Limited. 2010).

1.6.3.2. Avoiding Uncertainty and Anxiety

Stress is a term for psychology and psychiatry that expresses a pervasive state in which a person feels uncomfortable or worried about what is going to happen. We should not confuse stress with fear, for which there is a specific object that causes it. We are afraid of something, but stress has no object to it.

Anxious cultures tend to be expressive. These are the places where people like Cypriots talk with their hands and where it is socially acceptable to raise one's voice in order to show one's feelings and to clap one's hand on the table. People with different nationality, if they are watching such a behavior, they might think that people are fighting. But the truth is that they are just talking!

In countries with low levels of uncertainty avoidance, stress levels are relatively low. According to the Richard Lynn study, most people in these countries die of heart failure. This statistic can be interpreted from low expressiveness in these countries. Tension and emotion should not be seen people who behave emotionally or are noisy face social disapproval. This means that there are no stress relief actions - it needs to be managed internally. If this happens repeatedly, it can cause heart disease (Psychiatry.Org, 2017).

Societies with high avoidance of uncertainty have more laws and informal rules to control the rights and obligations of employers and employees. They also have more internal regulations to control the processes in the work environment, although in this case the power difference also plays an important role. Where power differences are large, the exercise of discretion by the superiors replaces to some extent the need for internal regulations. The need for rules in a society with high avoidance of uncertainty in its culture is emotional. People - employers and employees but also social workers and members of governments - are programmed to feel comfortable in a well-structured environment from childhood. Issues that can have the right structure should not be left to chance (Chan, Alex W. H., and Hoi Yan Cheung, 2011)

The emotional need for laws and regulations in a society with a strong avoidance of uncertainty can lead to laws and behaviors defined by laws that are purely mechanical, incoherent, or even dysfunctional.

Countries with a weak avoidance of uncertainty can show the opposite, an emotional terror to formal rules. People believe that the rules should only be enacted if there is an immediate need, such as determining whether cars should drive from the left or the right (Opentextbc.Ca, 2019).

1.6.4. "Masculinity" (MAS), against "femininity"

It defines the degree to which a society prioritizes "quantity of life" (male) over quality of life (female). It is that system of values that is implanted by the school and continues throughout one's organizational behaviour. A high score (male) in this dimension indicates that society should be guided by competition and achievement. Usually success is defined by the winner / best in each area.

With other words, this dimension refers to the value attributed to traditional male or female values and is defined as "the dominant values in a male society are performance and success while the corresponding ones in a female society are caring for everyone and their quality of life people ". The term "masculinity" expresses the preference of members of a society for values such as personal success and heroism. At the other end, "femininity" expresses a preference for caring for others, modesty, and quality of life. In masculine societies, which are characterized by materialistic tendencies, the emphasis is on success, the pursuit of social prestige, and there is a tendency for polarization around the "big" and "strong" and the accumulation of wealth. Feminine societies are oriented towards the people and the services provided to them. Achieving goals does not play such an important role and the "winner" is treated in a negative way as opposed to the "lost" (Stanford.Edu, 2009).

This dimension reflects the opportunities for earnings, self-actualization, promotion and recognition (in terms of masculinity) but also the opportunities for good working relationships with leadership and employee safety conditions. In male cultures there is a belief in ambition and achievement with man-related behaviors with distinct expectations between male-female roles. Individuals seek high material earnings and woman's advancement in the hierarchy is limited. Inequality is considered a benefit and roles are clear and differentiated with dogmatic men and women caring. It is found mainly in countries with warm climates. Leadership is dogmatic and decisive cut off from the team. In cultures of femininity there is a belief in quality, in helping the weak fellow, equality is preferred, both genders share the same level of employment and development, conflicts are resolved through negotiation and compromise, leadership is less visible and it seeks consensus (Andrews.edu, 2019)

1.6.4.1. Masculine and Femininity in the Workplace

Men in a masculine society are socialized with the goal of self-confidence, ambition and competition. Their goal is to pursue workplace development. Women in male societies either pursue a career or not, with most belonging to the second category. The female side of business management creates opportunities for women to hold managerial

positions in all societies, which may be more capable than men.

Globally, there is no relationship between masculinity or femininity in a society and the distribution of professions between women and men. A direct relationship between the country's position in this dimension and the roles of men and women exists only within the home. Beyond that, men have dominated history and only in richer countries - and only in more modern history - where women have been freed from other restrictions and able to enter the workplace and politics as equals. men. Women belonging to the lower social status that worked in the past, but only in positions of low prestige and low wages - not because of the need for completion, but more because of the need for family survival (Zheng, Lily. 2018).

Questions regarding masculinity

- Revenue: the ability to generate more revenue
- Recognition: the recognition one deserves when doing a job
- Promotion: the ability to be promoted to higher positions in the field of work
- Challenge: a job that is challenging - from which one can have the feeling of achievement

Questions regarding femininity

- Director: to have a good working environment with the supervisor
- Collaboration: working with the people you work with effectively
- Living space: the area where the person lives should be good and desirable by the person and his family
- Safety in the Workplace: to ensure that the person can work in the company for as long as he wishes.

1.6.5. Long term orientation (LTO), versus short term

This dimension describes how a society maintains links with its past and how it faces the challenges of the future. Low-scoring societies in this dimension usually choose to keep their traditions faithful while at the same time looking with suspicion at any change in the future. In the long run, however, societies (such as China, Hong Kong, Taiwan, etc.) take a more realistic approach. They place greater importance on education, overall planning and preparation for the future (Study.com. 2015).

This dimension refers to the selective promotion of Confucian ethics packages. This includes perseverance, the concept of shame, saving, the pursuit of hierarchy and less tradition.

Specifically, Long-Term and Short-Term Orientation describes the time horizon of a society or the importance of the future for that society as opposed to the past and the present. The results of a Long-Term Orientation at high levels are the persistence and

creation of relationships depending on social prestige. The opposite is the Short-Term Orientation, which includes individual stability, social profile protection, respect for tradition, reciprocal greetings, and frequent gift exchange. The eastern countries have very high orientation levels (China), while the western countries have low scores and the less developed nations have very low levels (CQ fluency, 2017).

1.6.6. Restraint/Indulgence

It defines the extent to which members of a society try to control their desires and impulses. This dimension essentially describes how members of a society are tolerant of basic human weaknesses. Loyal societies tend to show an understanding of the tendency to satisfy basic and natural desires related to the enjoyment of life. entertainment etc. On the contrary, temperate societies (such as Arab countries) tend to think that such desires must be bent and regulated by strict rules (Hofstede Insights, 2018).

Grace, according to Hofstede, refers to societies that allow relatively free satisfaction of basic and natural human desires related to the enjoyment of life and fun. Rather, restraint refers to societies that control that satisfaction and regulate it through strict rules. Out of the above, this dimension relates to how individuals in a society try to control their desires and impulses. Graceful societies, such as South and North America, Western Europe, Africa, are made up of educated people and have high birth rates. They also emphasize freedom of speech, leisure time, active involvement in sports. Moderate societies such as Eastern Europe, Asia, and Muslims have lower birth rates, with no emphasis on freedom of speech and leisure. It is worth noting that in these societies there are strict rules on human sexuality (Sahni, Sanjeev P., and Garima Jain, *2018)*

Chapter 2

2. Definition Of Management

Management is the process of coordinating work activities, so that they can be completed effectively and efficiently, through the harmonization / consolidation of all productive resources (human, material, technicians). (Robbins, S.P. & Coulter, M. 2002)

2.1.   Culture and Management

In organizations with culture values, evaluation, promotion and recruitment criteria give employees signals about the company's values. Training members of a business has traditionally been linked to the development of employees' skills and knowledge. Businesses often use training to exchange ideas and experiences between different parts of the business and thus promote the overall philosophy of the business. The existence of a strong culture is considered important because if there are businesses, they no longer need bureaucratic control and supervision methods (Starr-Glass, David, 2019)

What makes a great leader? Although the core ingredients of leadership are universal (good judgment, integrity, and people skills), the full recipe for successful leadership requires culture-specific condiments. The main reason for this is that cultures differ in their implicit theories of leadership, the lay beliefs about the qualities that individuals need to display to be considered leaders. Depending on the cultural context, your typical style and behavioral tendencies may be an asset or a weakness. In other words, good leadership is largely personality in the right place (Harvard Business Review, 2016).

Research has shown that leaders' decision making, communication style, and dark-side tendencies are influenced by the geographical region in which they operate (Sanger, Tomas Chamorro-Premuzic, Michael, 2016).

2.2.   Cultural Diversity

The given effects of globalization on different societies have enhanced cultural diversity as they have facilitated the movement and settlement of individuals / workers from different cultures around the world. The differences in culture were deep and wide. But cultural diversity has been and remains a key feature embedded in what we call global culture. The business and work environment in large, global companies, has been and is a very important framework for its emergence. There is a wide range of research related to the categorization of cultural variants in culture in the international business environment. Variations that demonstrate diversity and challenge the management of these companies for a multi-layered and efficient management. In the field of several large companies, given the high degree of cultural diversity they present, a plan for the development of "intercultural values" of middle and senior executives has been developed and is evolving. According to the indicative measurements so far, the results are not particularly impressive and there is still a long way to go (Hassi, Abderrahman, and Giovanna Storti, 2012).

Remaining in the conceptual field of cultural diversity and the context in which it appears, that is, culture, among other things, refers to some standards of human reasoning, feeling and non-verbal behavior (kinetic, body language, facial expressions and appearance), which happens to be different between people.

Given the conceptual dimension of diversity, we must point out that the depth, intensity and level of cultural differences are key factors in creating a common code for managing diversity in large businesses. Cultural differences in general but also individual fields of differentiation such as language, traditions, moral values, etc. (Harvard Business Review, 2018).

In practice, in an organization, this dimension of multiculturalism can be defined as the characteristic of a company having employees of different nationalities, races, religions, and genders. The management of these cultural differences has evolved further. Today, many organizations are particularly focused on changing the mentality and values within Organizations, transforming the outcome of cross-cultural cultures within the business environment. (Patrick, Harold Andrew & Vincent Raj Kumar, 2012)

2.3. Multinational Companies

A multinational company is an organization that deals with work and operations in two or more countries. Typically, however, these companies have sales offices, and in many cases, industrial facilities in many countries which are run by a single base, located in the home country.

Every year, many thousands of managers are selected for international missions. These selection decisions are often critical to the success of a multinational organization. It has been found that matching environmental factors with the characteristics of individual managers is important. Various studies have also shown that technical and administrative qualifications, social adjustment, feelings towards strangers and the attitude of the spouse are important factors when choosing an international manager.

2.4. National culture

International companies are interested in the characteristics of the countries in which they operate, because they can affect their performance. However, the study of national culture also has an impact on the internal management of businesses. Given the difference in culture and the need to look at business management policies from different perspectives, it is necessary to understand and apply appropriate local models of national culture. This means that the policies chosen must be both appropriate and polycentric. Polycentricity is defined as the acceptance and use of cultural differences (Wikipedia, 2019).

National, culturally defined cultures are strong emotional bonds for the people who belong to them. These ties also shape their identity. Identity contains the individual feelings and values of a population that shares common cultural characteristics, memory and history. World cultures do not refer to such a common identity. In contrast, a global culture is not primarily based on memory but is divided into separate sections, each of which needs its own study and understanding (OpenMind, 2012).

2.5.   Differences in culture

Differences in culture are expressed in different ways. Hofstede singles out four expressions of culture that it considers capable of fully describing the differences presented from one culture to another. Symbols are images, objects or words that convey a content that is understood by those who share the same culture. Professional language is such an example, the way you dress, the flags, etc. It is obvious that the symbols do not stay constant with time and it is possible that the symbols of one culture are copied by people who share another culture. In this sense, symbols were a more variable level of culture (Insights Hofstede, n.d.)

It is believed that values are one of the first things people learn, and some psychologists believe that the value system is completed around the age of ten. Changes in values after this age are difficult to make. In addition, the early formation of a value system explains why many of them are not realized by those who embrace them. That is why it is not easy to discuss or observe. But from the way people act and react to different situations, it is possible to draw conclusions about the value system that characterizes them. Symbols, heroes and ceremonies are described as the practices of a culture. In this sense, an observer can identify them, but their actual content is not easily visible and stems from the way in which these practices are interpreted by the people involved in this culture (Opentextbc.Ca, 2014).

2.6.   Think World - Act Local

The words used by every international manager are, "Think global - act local." Undoubtedly, there is the key to solving the problems of international executives. Undoubtedly, there are many different cultures in Cyprus. In other words, local diversity is likely to be so multifaceted that there is no significant difference in their characteristics. On the other hand, globalization has led to the consolidation of certain characteristics, so that the basic differences are easier to overcome.

2.7.   Management in Cyprus

It is well known that in the Cypriot business environment, the operation of an organization is based on traditional management and restraint. Companies, for the most part, fear change or the adoption of new ideas, strategies and techniques that may interrupt their peaceful but not profitable operation because they see them as a threat. It is also argued that leaders in most Cyprus companies use authoritarian style.

According to Hofstede: "Culture is often a source of conflict. Cultural differences are a nuisance at best, but most of the time they are a disaster. " Therefore, we are called upon to answer the question "how does cultural values affect and is the key to success in managing a business or an organization?" (Mindtools.Com, *2009).*

2.8.   The Cypriot Culture

Cyprus, as a country, had not been evaluated based on the Hofstede model. Thus, the results from the evaluation of the Greek culture with this model were used, which by

extension represent the culture of Cyprus. Based on the results of this research, we believe that further study is needed to determine whether the dimensions of culture have a similar impact on the design of mobile applications as they have on web design.

In general, Cypriot are warm and very hospitable people. When they meet someone for the first time, they exchange a firm handshake, smile and maintain direct eye contact. The family is the basis of their social structure, which offers both financial and emotional support to its members. Larger families are expected to help relatives in times of need, even when it comes to finding work. Family relationships are also transferred within businesses. Nepotism prevails. Also, when a family member does not behave properly, then it is considered a shame for the rest of the family.

2.9. The Characteristics of Management in Cyprus

Relationships are the key to business deals, as Cypriots prefer to work more with those they know and trust. They maintain a complex family and friendly network, for which they are confident in its reliability and which require help and support, when and when needed. Nepotism, that is, the preference of relatives in the workplace, is not treated negatively, but it is very common for relatives to work in the same business.

According to my professionalism experience more than 26 years, Cypriots prefer face-to-face meetings rather than closing jobs over the phone or by mail, because they find these processes very impersonal. It takes time to develop closer relationships. This is done in the office, after many meals, dinners and social events. Cypriot companies respect hierarchy, age and position. Employees never say anything that can be interpreted as a challenge to the dignity and integrity of a business partner and in no way question another person's opinion. Decisions are made by high-ranking business executives. Cypriots do not like those who are and look too ambitious or cold and distant. Although the work is not done with much pressure, however, it is also serious. Diffuse behavior is considered rude before a relationship develops and stabilizes.

There are some facts that need to be noted about the meetings that Cypriots are following. Appointments are considered necessary and are arranged one to two weeks in advance, although in some cases they are scheduled for a short time. The time between 1 p.m. and 3 p.m. It is not considered suitable for meetings, because then most Cypriot businessmen are used to eating their lunch. Most of the time, up to three meetings are needed to close a deal. On the first date, the Cypriot partners try to find out as much as they can about the others as individuals. In the second meeting, trust and mutual respect develop, and in the third, it may be the beginning of a good partnership. Cypriots often deviate from the issues that are planned to be discussed. They consider the issues of the agenda as the starting points of the talks and then move on to the next logical level. Also, a feature of Cypriots is that many people talk at the same time and so the meetings are constantly interrupted. In general, Cypriots are very skilled negotiators. They like to bargain a lot. The contracts are made quite simply, because the personal relationships they maintain dictate that facilities will be made on both sides when the need arises (EURAXESS Cyprus, 2017)

2.10. Important information regarding culture and Cypriot Managers for International Executives

International executives, when working in the Cyprus field, must consider certain tips that will make it easier for them to work and work with other employees. So, it is good to know that when the Cypriot partner becomes silent and distant, then it means that they may have said or done something that upset them. It is also important that they confirm the appointments by phone one day in advance and that they have available printed material in both English and Greek.

Although many Cypriots speak English, it is a good idea to hire a translator. Always remember that business in Cyprus is done slowly. They need to be patient, not get annoyed or confused, and not lose their temper during serious business discussions. International managers need to give clear instructions and fully clarify deadlines for employees. They need to be a little more authoritarian in their management style and not expect their subordinates to take the initiative. As for the higher executives, they must show them the appropriate respect, through good behavior and keeping the guys. They also need to be prepared to deal with the bureaucracy that prevails in organizations and can really make things quite difficult. Recognition for an achievement should be addressed to the whole group and not to an individual. New ideas and methods are not quickly accepted. Cypriot executives need time to understand an initiative and trust it. Finally, international executives need to be prepared for a more fatalistic way of thinking. Employees are less willing to make decisions when they do not feel in control.

3. Purpose Of The Research

The purpose of the present research is to study how interact with the relationship of Managers and employees from their personal cultural values and their demographic factors.

The present dissertation attempts to present how the basic principles of cultural values are addressed, as well as the potential barriers it will face to their implementation in the Cyprus framework. In addition, based on the dimensions of Hofstede, it attempts to examine possible correlations between the values of management and the cultural dimensions of Cyprus.

The reason why it chooses to study this issue is because in our country, there is a widespread view that Correct Management based on cultural values can be beneficial to Cyprus companies and more specifically Management can improve a lot.

I need to point out here that my original plan was to examine two Forex companies in Cyprus (one with Cypriot managers and the second with ex-Soviet Union managers). Unfortunately, it was impossible to approach them, first because they were not responding to my emails and telephone calls regarding the research, and second, because of coronavirus lockdown, it was impossible to contact their personnel (they wouldn't' give me access). Then I try to reach shipping companies in Limassol following the same concept but again I got rejection. So, I had to change my research and I had to create a plan B which was to upload the research via social media where I had more chances to access Cypriot workers and make my investigation among Cypriots and other nationalities. Especially via LinkedIn, I had the opportunity to get in touch with people from all over the world which they were willing to answer my questionnaire. Therefore, in five days I have managed to collect 156 responses in total.

3.1. Research Methodology - Theory

3.1.1. The concept of variable

The research is based on the study of features that are involved in the investigation of phenomena. We call these factors "variables". It is generally variable in whatever content is most valued. Cultural barriers are a classic variable used in our research. In the case where the values of a variable are numbers (as in the case of the sample size) the variable is called arithmetic. The values of the variable may also refer to a specificity, such as in the case of the variable of the grape (man, woman). In social research, they have been introduced and established in a series of taxonomic systems, which distinguish types of variables. The most common classification defines "qualitative" and "quantitative" variables.

Qualitative variables are those that change in type, such as gender, nationality, family status, etc. Quantitative variables are quantities that are changed quantitatively, such as age, type (not numerically), etc. A special feature is the selection of the most suitable unit of measurement, so that the individual values are comparable (Statistics How, 2016).

Quantitative variables are divided into continuous and discrete. Continuous (quantitative) variables are included in all estimates of a given value, with a minimum limit of the minimum value and above all a limit of the maximum value of any real number (real numbers). Occasional (quantitative) variables contain selected values, which must be integers.

Another type of distinction and classification of variables is called independent and dependent. This specific formula is often encountered in the design of research projects and especially in the unity of the formulation of research cases. The independent variable is called the variable which affects most of the dependent variables. Certain (statistical) analyses or independent variables are defined as predictive variables, with the understanding that it predicts the value of a dependent variable that affects it. Dependent variable is called the variable whose values depend on the changes of the independent variable. Certain (statistical) analyses and dependent variables are also determined as a result (outcome / response variable) (Stattrek.Com, 2019).

3.2. Selection Of A Research Plan

Depending on the purpose pursued, we can distinguish them scientific research into three main categories, the exploratory, the descriptive and experimental.

Exploratory research aims to formulate a problem with the purpose of examining or formulating cases, the prioritization of priorities and analysis of apocalyptic situations. Investigative investigations their main purpose is discovery and innovation, which is why it is essential Their characteristic is flexibility. Significant contribution to success such investigations shall be considered: ¾ experience and ¾ the involvement of experts Descriptive surveys are designed to identify and assessment of the characteristics of a given situation. Those surveys check whether between two variables have a systematic relationship, e.g. checked if: One variable always appears with another, or changes in a variable are accompanied by changes in one another Experimental research is based on experiment: physical or technical, through whose investigator checks the admissibility of a hypothesis (*Statistics Solutions, 2020).*

3.3. Selection Of Method (Collection Of Data)

Data collection is achieved in two ways. Using primary sources and using secondary sources. Respectively primary and secondary research data are extracted.

Primary elements refer specifically to the problem or object under consideration. That is, they are concentrated for specific purposes in order to answer specific study-specific questions. Their collection requires more time than the secondary and the process is more complicated, but the results are more accurate. An integral part of the research process is deciding on the plan and methodology, which will be used for its conduct and collection of information. It is extremely important to collect these measures and techniques that will

help in obtaining information better and answers to research questions. Lots of information research requires different techniques to collect the appropriate data. Research must be qualitative or quantitative to be done more desirable and specific. The types of research are done usually with quantitative research such as questionnaires and with qualitative research such as in-depth interviews and observation (Tll.mit.edu, 2020)

3.4. Sampling Procedure

Theory

The sampling procedure consists of 6 stages.

I. Population definition: Population definition is one of the most serious problems in research. The population is made up of all potential respondents are considered eligible to participate in the research.
II. Specimen frame determination: The sampling frame is the list of those that include all potential respondents from which to choose the sample.
III. Designation of a sampling unit: The sampling unit is the basic unit (e.g. business, household, organization) containing the data (i.e. potential respondents) the population from which the sample will be taken.
IV. Sampling method: The method of sampling refers to how it will be done the selection of the sample population.
V. Sample size determination an integral part of sampling is its definition sample size to be used.
VI. Execution: Analysis of the data is a very important step. Should evaluate all items and decode them to come up with and such conclusions. We should always have it in mind a basic assumption of research and its objectives. The first action will be to gather all the data per answer. Then they come in tables and consider the possibility of some questions being combined. We can use combination answers using data from two different questions. For example, of a question to get the answers by gender and by another by age or whatever. Once that is done, we will move on with a statistical understanding of the data. Here the researcher should use his judgment to judge the results and to can then combine them with the case and its subject matter research. The next step will be the writing of the conclusions (Frost Hubbard, 2020).

4. Data Collection

4.1. Selection Of The Sample Frame

Survey research is conducted to estimate the distribution of characteristics in a population within defined confidence limits (Dillman, D., Smyth, J. and Christian, L., 2014).

I have uploaded my questionnaire via social media like Facebook, twitter and LinkedIn. The responses were from users in my social media. (156 in total) which 102 had Cypriot nationality. I did a comparison between data from Cypriot (102 responses) and 49 in total from other countries. (156 in total which 5 left nationality black. I will first analyses question by question and compare it.

4.2. Calculation of mean score.

One of the most interesting position measures a sample is, without a doubt, the average. In most quantitative experimental studies, however, there are no data from the entire population (except that we have census data). Thus, although it is interesting to consider the value of certain characteristics and cultural values among nationalities., This can only be done by sampling data. The purpose of this statistical methodology is to present the technical means through which a researcher can provide a sample of the final conclusions for which, according to certain characteristics of the population (Courses.lumenlearning.com, 2020)

4.3. Statistical Methodology between two different groups is Two-sample t-test

This type of t-test helps you decide whether the means (averages) of two separate groups of data significantly differ from one another.

Schematically we have the following steps for extracting conclusions through control t:

I.   Checking the normality of the data (necessary for any t-test).
II. Determination of the initial (zero) hypothesis that there is no difference between the population of a medium and a certain value. Respectively, the alternative case is determined.
III. Definition of the significance level.
IV. Carrying out the control t.
V.   Finding a value p.
VI. Comparison of p-level with significance level:
   - In valuation of the level of significance then we reject the initial case, i.e. there is a statistically significant difference between the average population and the specified value at the specified level of significance, otherwise
   - Contradictory p> level of significance then we reject the initial case, that is, there is no statistically significant difference between the average population and the specified value at the specified level of significance.

If your t-statistic is larger than your critical value, your difference is significant. If your t-statistic is smaller, then your two numbers are, statistically speaking, indistinguishable (Courses.lumenlearning.com, 2020)

4.4. What Is T-Tests Used for

The t-test is used to compare two means (averages) in order to find out whether they are different, and if so, how significant the difference is. It also helps you determine whether those differences could have occurred by chance (Zwan, Hans van der. *n.d.)*

4.5. Calculate the t-statistic

As could be seen above, each of the 3 types of t-test has a different equation for calculating the t-statistic value. Here is the formula for a two-sample t-test:

Two-sample t-test
$$ t = \frac{\overline{X}_1 - \overline{X}_2}{s_{X_1 X_2} \cdot \sqrt{\frac{1}{n1} + \frac{1}{n2}}} \qquad df = n_1 + n_2 - 2 $$

Where:

t is the t-statistic
x1 is the mean value for sample 1
x2 is the mean value for sample 2
n1 is the number of people from the 1st sample who provided a response to the survey
n2 is the number of people from the 2nd sample who provided a response to the survey
sx1x2 is the standard deviation

The standard deviation (sx1x2) is calculated in the following way:

$$ S_{X_1 X_2} = \sqrt{\frac{(n_1 - 1) S_{X_1}^2 + (n_2 - 1) S_{X_2}^2}{n_1 + n_2 - 2}} $$

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Where:

sx1 is the standard deviation for sample 1
sx2 is the standard deviation for sample 2

4.6. Calculate the degrees of freedom

Degrees of freedom is the number of independent pieces of information that were taken into account when calculating the estimate. It is not the same as the number of independent items in a sample. In order to calculate the degrees of freedom, all you need to do is subtract 1 from the total number of items in the sample.

Since we are conducting a two-sample t-test here, the df formula is slightly different (as we have two samples instead of one). Here it is:

$$df = n_1 + n_2 - 2$$

Degrees of freedom (df) is basically the number of different ways a mean could vary.

4.7. Determine the critical value

The critical value represents the threshold at which the difference between the two values should be considered statistically significant. You can find the critical value in the t-distribution table, using the degrees of freedom you calculated in the previous step.

4.8.   *If there is no specified alpha level, you should use 0.05 (5%). Keep in mind that most analysts nowadays use a two-tailed t-test instead of a one-tailed one.*

4.9. Compare the t-statistic value to critical value

If the t-statistic you obtained using our formula above (step 1) is greater than the critical value you found in step 3, the statistical difference may be considered significant. If your t-statistic is lower, then the difference between the two numbers is statistically insignificant.

Calculations of t-Test and Results

All the data has been collected and gather in different tables
Please see Appendix B,C and D with all the tables and figures prepared for Full Report and reference.

Table 1: Calculation of t-Test (two samples) between Cypriots and other countries Q1-Q8

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q 1	In this society, followers are expected to Question their leaders when in disagreement.	3.49	3.65	1.05	1.07	0.10	-0.86	-0.88	61.74%	NO
		1.10	1.23	1.11		0.16				
Q 2	In this society, followers are expected to obey their leaders.	3.20	3.49	1.03	1.07	0.10	-1.57	-1.60	88.81%	NO
		1.07	1.21	1.10		0.16				
Q 3	In this society, power is shared throughout the society.	2.70	2.61	1.20	1.21	0.12	0.39	0.40	30.85%	NO
		1.44	1.53	1.24		0.18				
Q 4	In this society, power is concentrated at the top.	4.06	4.24	0.85	0.85	0.09	-1.25	-1.25	78.79%	NO
		0.73	0.73	0.85		0.12				
Q 5	All people in an organization or company have clearly defined roles.	2.91	3.33	1.10	1.10	0.11	-2.18	-2.18	96.90%	YES
		1.21	1.18	1.09		0.16				
Q 6	People must not take their manager's decisions for granted. They should always Q their manager's actions.	3.44	3.20	1.06	1.06	0.11	1.29	1.29	80.03%	NO
		1.12	1.12	1.06		0.15				
Q 7	The manager makes all decisions. Everybody in an organization / company accepts and respects him.	2.75	2.82	1.15	1.10	0.11	-0.37	-0.37	28.52%	NO
		1.32	1.11	1.05		0.15				
Q 8	How important is it to you to live in an area desirable to you and your family?	4.55	3.00	0.50	0.86	0.05	7.84	10.31	100%	YES
		0.25	1.79	1.34		0.19				

Survey findings regarding the Cypriot cultural values

As shown on Table1: Calculation of t-Test (two samples) between Cypriots and other countries Q1-Q8, Only Q6 and Q8 is Statistically significant (95%)

The mean of Cypriots (102) is significantly greater than the mean of Other countries (49)

The results support our hypotheses that Cyprus has a high level of power distance related. Specifically:

- Organizations develop bureaucratic structures with purely hierarchical structure.
- There are moderate networks of communication between the lower and higher levels of bureaucracy.
- Society accepts an unequal distribution of power and people they understand "their place" in the system. So, there is mainly concern for the hierarchy and reluctance or fear of protest. There are inequalities in power and wealth society and that the less powerful members of society accept it condition.

In the workplace, senior executives are less available than subordinates, communication flows downwards and respect is higher. There is a high dependence of employees on superiors as well as a great distance between them and there is rarely any approach or criticism. Those who exist can either accept this dependence and embrace authoritarianism or reject it and fight it. Leadership style tends to be more authoritarian or patriarchal.

Cypriots workers do not agree that all people in an organization or company have clearly defined roles.

In the other hand it is very important for them to live in an area desirable to them and their family!

Table 2: Calculation of t-Test (two samples) between Cypriots and other countries for Q9-Q17

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q9	In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation.	3.22 / 0.75	3.20 / 0.83	0.86 / 0.91	0.89	0.09 / 0.13	0.08	0.08	6.04%	NO
Q 10	In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.	2.80 / 1.05	3.12 / 1.23	1.02 / 1.11	1.05	0.10 / 0.16	-1.69	-1.74	91.60%	NO
Q 11	High competence and expert leadership are appreciated in society.	3.57 / 0.96	3.2 / 0.83	0.98 / 0.91	0.96	0.10 / 0.13	2.25	2.19	96.97%	YES
Q 12	Company rules should not be violated - even when the employee believes it is for the good of the company.	3.59 / 0.86	3.67 / 0.97	0.93 / 0.99	0.95	0.09 / 0.14	-0.51	-0.52	39.48%	NO
Q 13	Uncertainty is normal in our lives and we must accept each new day as it comes.	3.75 / 1.24	3.37 / 1.36	1.11 / 1.17	1.13	0.11 / 0.17	1.94	1.98	94.97%	NO
Q 14	"Although all cultures must be respected, it is nonetheless true that some cultures are more highly evolved than others.	3.69 / 1.23	3.47 / 1.63	1.11 / 1.28	1.16	0.11 / 0.18	1.02	1.07	71.42%	NO
Q 15	How often do you feel irritated or tense at work?	2.76 / 0.48	3.45 / 1.46	0.6919 / 1.2087	0.89	0.069 / 0.173	-3.68	-4.41	100.00%	YES
Q 16	How long do you think you will continue working for this company?	2.75 / 1.19	2.55 / 1.25	1.09 / 1.12	1.10	0.11 / 0.16	1.04	1.05	70.57%	NO

Q 17	Considering everything, how would you rate your overall satisfaction in this company at the present time:	3.75	3.24	0.98		0.10				
		0.97	1.4	1.18	1.05	0.17	2.60	2.77	99.37%	YES

According to the results showing in the above Table 2 for Calculation of t-Test (two samples) between Cypriots and other countries (Q9-Q17) only 3 questions are Statistically significant (95%)

Cypriots tend to have low rate Uncertainty related factor.

In cultures like Cyprus with lower avoidance of uncertainty:
- Every day is accepted as it comes
- Employees tend to take bigger initiatives
- Employees tend to take on more responsibilities.
- Freedom of opinion is welcomed
- Trying for fewer rules than possible

A low rate indicates a society that is more flexible, relaxed and does not worry when things go wrong. Also, Cypriots are less concerned in case of ambiguity and uncertainty and are more tolerant at sadden changes.

There are fewer restrictive rules in the workplace. Meetings may start and run slowly; members may not show up just because they have something more important to do. Cypriots feel more comfortable in new and ambiguous situations and they are more flexible.

Table 3: Calculation of t-Test (two samples) between Cypriots and other countries Q18-Q26

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q 18	In this society, leaders encourage group loyalty even if individual goals suffer.	3.26	3.53	0.86	0.87	0.09	-1.71	-1.75	91.76%	NO
		0.73	0.84	0.92		0.13				
Q 19	The economic system in this society is designed to maximize Individual interests.	3.12	3.37	1.13	1.13	0.11	-1.27	-1.27	79.47%	NO
		1.27	1.28	1.13		0.16				
Q 20	The economic system in this society is designed to maximize collective interests.	2.75	3.10	0.98	1.07	0.10	-1.71	-1.86	93.55%	NO
		0.96	1.55	1.25		0.18				
Q 21	People are promoted and recognized based on their loyalty and age.	2.88	2.86	1.07	1.06	0.11	0.14	0.14	10.89%	NO
		1.13	1.08	1.04		0.15				
Q 22	People are promoted based on competence, no matter their age.	2.88	3.14	1.00	1.06	0.10	-1.33	-1.41	83.91%	NO
		1.00	1.42	1.19		0.17				
Q 23	It is immoral for a boss not to offer a job to a relative.	2.60	2.67	0.82	1.20	0.08	-0.372	-0.3606	28.27%	NO
		1.51	1.27	0.97		0.14				
Q 24	I am very satisfied at present with the people I work with cooperate with one another.	3.83	3.82	0.82	0.87	0.08	0.11	0.11	8.91%	NO
		0.67	0.94	0.97		0.14				
Q 25	All in all, what is your personal feeling about working for a company which is primarily foreign owned?	1.86	1.92	0.51	0.48	0.05	-0.72	-0.6649	49.76%	NO
		0.26	0.16	0.40		0.06				
Q 26	How do you feel or think you would feel about working for a manager who is from different country than you?	2.02	2.02	0.42	0.41	0.04	0.01	0.01	0.90%	NO
		0.18	0.15	0.38		0.05				

As shown on Table 3: Calculation of t-Test (two samples) between Cypriots and other countries Q18-Q26, only Q6 and Q8 is Statistically significant (95%).

Cypriots have low Individualism related. The dimension of individualism describes societies like Cyprus in which the bonds between the members are relaxed: everyone is expected to take care of themselves and their family.

In a low IDV culture, its members are part of strong teams. Societies tend to act as a team and think about the team to the point where members degrade their own theories and suggestions to make it easier to reach an agreement within the group. A dedicated person is likely to be willing to sacrifice even his own personal benefits in favor of the wider group. A low IDV characterizes collectivist societies like Cyprus with close ties between its members. Cypriots from birth onwards are integrated into strong, cohesive groups, which as "Throughout their lives, they continue to protect them in exchange for blind faith."
It implies a strong cohesion of the team in which harmony is the "key". There is a tendency to use "we" more often. It is a society that is often indecisive, not at all demanding, aggressive or hierarchical, which can be described as weak.

In the workplace, it is observed that employees tend to wait for final decisions from their managers without taking the initiative on their own.

Table 4: Calculation of t-Test (two samples) between Cypriots and other countries Q27-Q34

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q 27	Training: to have further training opportunities (to improve your skills or gain new ones).	4.54	3.98	0.75	0.87	0.08	3.29	3.70	99.97%	YES
		0.57	1.15	1.07		0.15				
Q 28	Workplace Environment Conditions: to have good working conditions (ventilation and lighting, enough space, etc.)	4.52	4.35	0.71	0.69	0.07	1.51	1.45	84.90%	NO
		0.51	0.4	0.63		0.09				
Q 29	Personal time: have a job that gives you enough free time for your personal life and your family.	4.49	4.18	0.74	0.74	0.07	2.4076	2.39	98.21%	YES
		0.55	0.53	0.73		0.10				
Q 30	Freedom: have enough freedom to adopt your own approach to your work.	4.43	4.04	0.71	0.72	0.07	3.09	3.12	99.79%	YES
		0.51	0.54	0.73		0.11				
Q 31	Challenge: to have a job that for you is a challenge - which will give you the feeling of achievement.	4.63	4.20	0.58	0.71	0.06	2.91	3.41	99.92%	YES
		0.34	0.87	0.94		0.13				
Q 32	My job leaves me sufficient time for my personal or family life.	3.99	3.80	0.98	0.97	0.10	1.16	1.15	74.77%	NO
		0.96	0.92	0.96		0.14				
Q 33	Recognition: the recognition one deserves when doing a particular job.	4.30	4.16	0.85	0.95	0.09	0.95	0.85	65.60%	NO
		0.73	0.72	0.85		0.12				
Q 34	How satisfied are you at present with your working relationship with your immediate manager?	2.28	2.53	1.15	1.27	0.11	-1.04	-1.14	74.47%	NO
		1.32	2.25	1.50		0.21				

As shown on Table 4: Calculation of t-Test (two samples) between Cypriots and other countries Q27-Q34, the questions 27, 29.30 and 31 are Statistically significant (95%).

Collectivism / individualism Distance related: Cypriots believe that training, good working environment, personal time, freedom and challenge are very important in their lives. On the other hand, they are not very satisfied with their working environment and the people that they are working with. This is an important aspect of the work environment.

In business, it is important to build trustworthy and long-term relationships. One consequence of particularity is that in a collectivist society there must be a relationship of trust with a person for any business to exist. Through this relationship the individual is adopted by the group and from this point onwards has the right to privileged treatment.

Table 5: Calculation of t-Test (two samples) between Cypriots and other countries Q35-Q42

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q 35	I have sympathy for those who do not win, and I envy others for their success.	2.75	2.71	1.18	1.22	0.12	0.19	0.19	15.19%	NO
		1.39	1.67	1.29		0.18				
Q 36	I admire winners and I think those who lose must be punished.	1.80	1.96	0.83	0.89	0.08	-0.94	-1.00	68.29%	NO
		0.69	1.00	1.00		0.14				
Q 37	At work, I am motivated by a relaxed, friendly atmosphere.	3.76	3.78	0.92	0.98	0.09	-0.06	-0.06	5.05%	NO
		0.85	1.18	1.09		0.16				
Q 38	At work, I need to have clear objectives and an evaluation system for what I accomplish.	4.13	4.00	0.78	0.80	0.08	0.89	0.91	63.92%	NO
		0.61	0.71	0.84		0.12				
Q 39	Decisions at work must be based on consensus.	3.32	3.43	0.91	0.89	0.09	-0.70	-0.68	50.13%	NO
		0.83	0.71	0.84		0.12				
Q 40	Men need to be dynamic, ambitious and tough.	2.81	2.96	1.10	1.10	0.11	-0.75	-0.76	55.06%	NO
		1.2	1.25	1.12		0.16				
Q 41	Both men and women have the same rights to be tender and to care for their relationships with others.	4.55	4.45	0.67	0.72	0.07	0.74	0.80	57.42%	NO
		0.45	0.67	0.82		0.12				
Q 42	In this society, who is more likely to serve in a position of high office?	1.09	1.22	0.29	0.34	0.03	-2.05	-2.33	97.93%	YES
		0.08	0.18	0.42		0.06				

As shown on Table 5: Calculation of t-Test (two samples) between Cypriots and other countries Q35-Q42, only question 42 is Statistically significant (95%).

In male-dominated cultures, like Cyprus, men are expected to:
• Follow the old role model
• Be practical
• Oriented to success
• Full of confidence
• Be able to take care of their spouses and families.

But lately the above characteristics has change. There is a mid-level according to the male-dominated cultures results.

Is in the middle of a male-dominated society. Men consider it their honor to take care of their family. In collectivist and masculine cultures such as Cyprus, the success of a family member adds social value to the whole group (family, friends, etc.).
Cypriots do agree that at work, they are motivated by a relaxed, friendly atmosphere and that both men and women have the same rights to be tender and to care for their relationships with others. In terms of the work environment, employees prefer to develop working relationships with colleagues and their superiors, good working conditions and safety. Female cultures are generally more conservative.

A Cyprus culture promotes emotional relationships between members and the various manifestations of emotions in general. Harmony and cooperation are also preferred over conflict and competition.

People are mediocre, honest, and not overly so. In such a "female" culture, both men and women display the above characteristics.

Table 6: Calculation of t-Test (two samples) between Cypriots and other countries Q43-Q46

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q 43	An adult should be assertive and energetic so as to acquire a maximum of material comfort, social status and prestige.	3.43	3.37	0.96	0.95	0.10	0.39	0.39	30.13%	NO
		0.92	0.86	0.93		0.13				
Q 44	The most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive.	3.79	3.96	0.88	0.83	0.09	-1.24	-1.14	74.57%	NO
		0.78	0.50	0.71		0.10				
Q 45	In my workplace, people are generally non-assertive.	3.04	3.00	0.82	0.85	0.08	-0.02	-0.02	1.31%	NO
		0.67	0.92	0.92		0.13				
Q 46	In my workplace, people are generally tough.	2.67	2.90	0.81	0.89	0.08	-1.38	-1.50	86.44%	NO
		0.66	1.05	1.03		0.15				

As shown on the above table 6: Calculation of t-Test (two samples) between Cypriots and other countries Q43-Q46 there is not Statistically significant (95%). The results are identical.

Both groups Agrees that an adult should be assertive and energetic so as to acquire a maximum of material comfort, social status and prestige. That the most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive. Meaning they both believe in teamwork and collectivity in a workplace.

On another hand they both do not agree that In my workplace, people are generally tough.

Table 7: Calculation of t-Test (two samples) between Cypriots and other countries Q47-Q54

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q 47	In this society, people are rewarded for excellent performance.	2.81	2.94	1.02	1.08	0.10	-0.63	-0.67	49.31%	NO
		1.04	1.43	1.20		0.17				
Q 48	In this society the accepted norm is to accept the status quo.	3.55	3.57	0.90	0.95	0.09	-0.13	-0.13	10.83%	NO
		0.8	1.08	1.04		0.15				
Q 49	In this society the accepted norm is to plan for the future.	3.35	3.37	0.94	0.94	0.09	-0.09	-0.09	6.99%	NO
		0.88	0.9	0.95		0.14				
Q 50	In this society, people place more emphasis on solving current problems.	3.45	3.53	0.98	0.94	0.10	-0.52	-0.49	37.36%	NO
		0.96	0.71	0.84		0.12				
Q 51	In this society, people place more emphasis on planning for the future.	3.04	3.14	0.97	1.02	0.10	-0.56	-0.59	43.92%	NO
		0.95	1.25	1.12		0.16				
Q 52	In this society, people are generally very concerned about others.	2.97	2.84	0.96	1.02	0.10	0.72	0.76	55.06%	NO
		0.92	1.26	1.12		0.16				
Q 53	In this society, people are generally very sensitive toward other.	2.7	2.86	0.87	0.92	0.09	-0.95	-1.01	68.56%	NO
		0.75	1.04	1.02		0.15				
Q 54	How often, in your experience, can the following problem arise: are employees afraid to express the fact that they disagree with their managers?	2.3	2.71	1.0224	1.122	0.101	-1.9303	-2.1023	96.30%	YES
		1.05	1.71	1.307		0.187				

As showing on Table 7: Calculation of t-Test (two samples) between Cypriots and other countries Q47-Q54, only question 54 has a Statistically significant (95%).

Meaning that according to Cypriots workers, not very often employees afraid to express the fact that they disagree with their managers.

Regarding the rest of the questions both groups agree to the dimension of Long-Term Orientation is a term closely related to Confucius' teachings and can be interpreted as dealing with the search for virtue from a society, to the extent that a society shows a future-oriented perspective rather than a conventional historical short-term perspective.

In the workplace, the concept of long-term traditional orientation is not strengthened, and employees expect short-term rewards from their work. The change of culture can happen faster since there are no obstacles.

Every society must maintain some relations with its own past while facing the challenges of the present and the future. In general, societies prioritize these two existential goals differently. Short-term companies prefer to maintain established traditions and rules, while viewing social change with suspicion.

Long-term orientation cultures like Cyprus focuses on future-oriented virtues. Cypriots are willing to delay short-term social success or even short-term emotional satisfaction to prepare for the future. They have this cultural perspective, they value perseverance, perseverance, economy and adaptability.

Demographic Results

Table 8: Calculation of t-Test (two samples) between Cypriots and other countries Demographic Results

No	Question	Cypriots Mean Variance	Other countries Mean Variance	StDev	Pooled StDev	SE Mean	t - Test (unequal variance)	t - Test (equal variance)	Level of confidence for two tail test	Statistically significant (95%)
Q 59	What gender are you?	1.45	1.35	0.50	0.49	0.05	1.23	1.21	77.25%	NO
		0.25	0.23	0.48		0.07				
Q 60	Your age	2.36	2.80	1.3511	1.3108	0.136	-1.9512	-1.8868	93.90%	NO
		1.83	1.50	1.2244		0.175				
Q 62	Education: What is the highest degree or level of school you have completed?	5.59	4.96	0.85	0.96	0.09	3.40	3.76	99.98%	YES
		0.73	1.33	1.15		0.17				
Q 63	Employment / Professional situation	2.15	2.73	1.22	1.35	0.12	-2.27	-2.48	98.58%	YES
		1.48	2.53	1.59		0.23				
Q 64	Monthly income	2.91	2.79	1.22	1.31	0.12	0.49	0.52	39.90%	NO
		1.49	2.21	1.49		0.22				
Q 66	Marital Status	2.65	2.31	0.94	1.06	0.09	1.66	1.85	93.35%	NO
		0.88	1.63	1.28		0.18				
Q 67	How long have you been employed in this company?	2.95	2.43	1.31	1.33	0.13	2.21	2.25	97.41%	YES
		1.73	1.88	1.37		0.20				

As showing on Table 8: Calculation of t-Test (two samples) between Cypriots and other countries Demographic Results in both groups most of the respondents were men, while the less were women.

There was only a Statistically significant (95%) in the question 67 "How long have you been employed in this company?" Cypriots majority answered 3=Three years or longer, but less than seven years compared to other countries which said "One year or longer, but less than three years"

Regarding their age was between 2=25-34 years old 3=35-44 years old.

Education: Most of the respondents has a degree (was between 5=Bachelor's degree and 6=Master's degree).

Employment / Professional situation: between 2=Private employee and 3=Businessman / woman.

Monthly income: was between 2=€ 1001 - € 2000 and 3=€ 2001 - € 3000.

Marital Status: Most of the respondents are married or living with a partner.

Conclusion

In the age of globalization, there is a need to understand cultural development as a multi-layered process with economic, social and environmental parameters that are intertwined and interrelated. Today, we know that the viability of a cultural values related to any organization, in addition to state funding, depends on both its strategic organization and its flexibility and readiness for external factors. The success of a cultural values in an organization is directly linked to the mentality of the people working together. Through the above work we have tried to highlight the intercultural differences we encounter in various areas of our daily lives. We have approached this concept through the presentation of theoretical models of Hofstede's theories, which, as we have seen, have dealt with several aspects of cultural differences. According to his theories, we have noticed the differences in cultures and their characteristics.

The present dissertation aims to study the cultural values of Cypriot and other countries' workers and their impact on management.

In order to achieve this goal, I have studied the existing literature regarding Cultural values. and I prepared my Questionnaire which I have uploaded to Facebook, twitter and LinkedIn asking people to answer it online.

After I have receiving enough responses I then analyse results and came up with the following conclusion.

The main features of Cypriot culture are the low rates of uncertainty avoidance as well as relatively medium rates of masculinity. However, compared to other Western and European countries, Cyprus is a society based more on collectivity than on individuality.

First, the results support our hypotheses that Cyprus has a high level of power distance related. In the workplace, senior executives are less available than subordinates, communication flows downwards and respect is higher. There is a high dependence of employees on superiors as well as a great distance between them and there is rarely any approach or criticism.

Cypriots tend to have low rate Uncertainty related factor. A low rate indicates a society that is more flexible, relaxed and does not worry when things go wrong. Also, Cypriots are less concerned in case of ambiguity and uncertainty and are more tolerant at sadden changes.

Cypriots have low Individualism related. The dimension of individualism describes societies like Cyprus in which the bonds between the members are relaxed: everyone is expected to take care of themselves and their family. Its members are part of strong teams.

Cypriots believe that training, good working environment, personal time, freedom and challenge are very important in their lives. On the other hand, they are not very satisfied with their working environment and the people that they are working with. This is an important aspect of the work environment.

In business, it is important to build trustworthy and long-term relationships. Being a highly communicative society, it is more important to build long-term relationships with its partners, with practices that are more intense in terms of establishing business relationships

than guiding through the rules.

There is a mid-level in Cyprus regarding male-dominated cultures according to the results. Men consider it their honor to take care of their family. In collectivist and masculine cultures such as Cyprus, the success of a family member adds social value to the whole group (family, friends, etc.).

Cypriots do agree that at work, they are motivated by a relaxed, friendly atmosphere and that both men and women have the same rights to be tender and to care for their relationships with others.

Cypriot agrees that an adult should be assertive and energetic to acquire a maximum of material comfort, social status and prestige. That the most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive. They believe in teamwork and collectivity in a workplace.

Cypriots also agree to the dimension of Long-Term Orientation related that is a term closely related to Confucius' teachings and can be interpreted as dealing with the search for virtue from a society, to the extent that a society shows a future-oriented perspective rather than a conventional historical short-term perspective.

Finally, the present dissertation has shown that there is a significant relationship between managers and employee performance in relation to cultural values. Good relationships can lead to self-development of employees. The self-development of the executive branch is of major importance for the development of the organization through the increased efficiency of the employees. Enhancing the knowledge of cultural values in managers will increase employee performance through an organized development plan. Managers need to develop to improve their relationship with employees.

PROPOSALS FOR FUTURE RESEARCH

This dissertation is a qualitative research among Cypriots workers and other nationalities based in Cyprus irrespective their working background. Therefore, a research gap emerges in terms of the approach followed. For this reason, it is proposed to conduct a research between two companies with different Manager's nationality (Cypriots and other) that will be the subject of study based strictly on Hofstede's theory and questionnaire and to compare the results with those of similar research based on the formulas created by Hofstede.

Also, the way in which the data in the Microsoft Office Excel spreadsheet was organized and analyzed can be used in other surveys.

The study's findings can lay the groundwork for managers and workers in Cyprus to launch a coordinated effort to manage and plan policies and programs to address the negative effects of a lack of cultural values among company / organization staff. In the first place, the knowledge of the country's culture, in which we seek to make business agreements, can not only show respect for the people of this country, but also reduce the cultural shock that one may face. The most important thing is to make it clear and recognize that improving the cultural values in the workplace is an essential incentive, but also a commitment to providing high quality services, elements that ultimately lead to increased employee satisfaction and better relationships with management.

Therefore, in order to avoid or rather minimize employee dissatisfaction, it is important for managers to focus on improving cultural value characteristics and addressing the personal needs of employees in relation to their diversity and culture.

At the institutional level, it is important to capitalize on the findings of studies such as the current one, either to train future leaders in transformational leadership or to incorporate special management courses on cultural values and diversity. Especially in multinational companies where employees come from all over the world, it is good practice to know the basics for a smoother coexistence between employees and management and more to show respect and acceptance of the different culture embraced by each employee.

For example, knowing that new employees are likely to experience reduced job satisfaction at the beginning of their careers, due to culture diversity, commitment to work may be reduced and lead to change career from the very first years of their work, with significant implications for the workforce of each specialty. There is a great need to have a leader role within the work system, people with skills and goals. Achieving goals and values requires technical knowledge of leadership style, but also an understanding of the complex environment in relation to culture, aiming at the best relationship between employees and management. Therefore, decisions are needed to implement methodologies such as: guidance, support, real knowledge and networking.

With the knowledge of these features, it is easier to adapt in advance to achieve the best results. Knowledge of intercultural practices puts us in a position of readiness, but also gives us the lead to know what we will face, without unnecessary surprises. Of course, it is not entirely possible to be knowledgeable about any culture, but knowledge and research on cultural values, communication and business practices can guarantee a safe and successful business in various countries. We can now see the knowledge and treatment of a culture as an additional skill in business.

We live in a completely globalized environment. All human activities are governed by general rules and procedures that are known and used by most states. The international environment, and therefore the international business environment, is moving and evolving based on a commonly accepted institutional framework. Labor mobility has long since expanded beyond state limits, and workers are moving with characteristic comfort from country to country and from continent to continent. At the same time, business is fully internationalized and large companies are growing rapidly on a global scale looking for business opportunities. All the above will help companies / organizations benefit from the cultural values that they have to follow leading to new ways of interaction with one another, new ways of providing customer service globally, new ways of enhancing customer interactions that may attract new markets.

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Table List

Appendix A
Questionnaire Link

Please find below my Questionnaire online for your reference.

https://docs.google.com/forms/d/e/1FAIpQLSfGFuMh7VsiFwTWFh54LhMi2peT0xcp-0USU3XTax079WujVw/viewform?usp=sf_link

Appendix B

Tables for 156 respondent (Worldwide)

Table: Data collected among 156 responses from countries (worldwide) Q1-Q8

No	Please answer the questions below using the following scale:1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree					
1	In this society, followers are expected to question their leaders when in disagreement.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		10 responses	19 responses	33 responses	70 responses	24 responses
		6.4%	12.2%	21.2%	44.9%	15.4%
2	In this society, followers are expected to obey their leaders.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		8 responses	27 responses	48 responses	54 responses	19 responses
		5.1%	17.3%	30.8%	34.6%	12.2%
3	In this society, power is shared throughout the society	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		27 responses	58 responses	23 responses	38 responses	10 responses
		17.3%	37.2%	14.7%	24.4%	6.4%
4	In this society, power is concentrated at the top.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		2 responses	9 responses	14 responses	74 responses	57 responses
		1.3%	5.8%	9.0%	47.4%	36.5%
5	All people in an organization or company have clearly defined roles.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		11 responses	44 responses	42 responses	45 responses	14 responses
		7.1%	28.2%	26.9%	28.8%	9.0%
6	People must not take their manager's decisions for granted. They should always question their manager's actions.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		7 responses	29 responses	43 responses	58 responses	19 responses
		4.5%	18.6%	27.6%	37.2%	12.2%
7	The manager makes all decisions. Everybody in an organization/company accepts and respects him.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		21 responses	47 responses	42 responses	38 responses	8 responses
		13.5%	30.1%	26.9%	24.4%	5.1%
8	How important is it to you to live in an area desirable to you and your family?	1=Not at all important	2=Not so important	3=Somewhat important	4=Very important	5=Extremely important
		0	2 responses	17 responses	76 responses	61 responses
		0	1.3%	10.9%	48.7%	39.1%

Table: Calculation to find the mean score for question 1 to 8

156 responses from all over the world							
	1	2	3	4	5	**Total**	**m01**
1	10	19	33	70	24	**156**	**3**
	10	38	99	280	120	**400**	
	1	2	3	4	5	**Total**	**m02**
2	8	27	48	54	19	**156**	**2**
	8	54	144	216	95	**311**	
	1	2	3	4	5		**m03**
3	27	58	23	38	10	**156**	**2**
	27	116	69	152	50	**387**	
	1	2	3	4	5	**Total**	**m04**
4	2	9	14	74	57	**156**	**4**
	2	18	42	296	285	**643**	
	1	2	3	4	5	**Total**	**m05**
5	11	44	42	45	14	**156**	**2**
	11	88	126	180	70	**376**	
	1	2	3	4	5	**Total**	**m06**
6	7	29	43	58	19	**156**	**3**
	7	58	129	232	95	**456**	
	1	2	3	4	5	**Total**	**m07**
7	21	47	42	38	8	**156**	**2**
	21	94	126	152	40	**318**	
	1	2	3	4	5	**Total**	**m08**
8	0	2	17	76	61	**156**	**4**
	0	4	51	304	305	**609**	

Table: Data collected among 156 responses from countries (worldwide) Q9-Q14

Please answer the questions below using the following scale:1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree					
9	In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		4 responses	32 responses	57 responses	56 responses	7 responses
		2.6%	20.5%	36.5%	35.9%	4.5%
10	In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		13 responses	48 responses	46 responses	41 responses	8 responses
		8.3%	30.8%	29.5%	26.3%	5.1%
11	High competence and expert leadership are appreciated in society.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		4 responses	29 responses	27 responses	69 responses	27 responses
		2.6%	18.6%	17.3%	44.2%	17.3%
12	Company rules should not be violated - even when the employee believes it is for the good of the company.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		1 response	18 responses	51 responses	57 responses	29 responses
		0.6%	11.5%	32.7%	36.5%	18.6%
13	Uncertainty is normal in our lives and we must accept each new day as it comes.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		8 responses	22 responses	21 responses	72 responses	33 responses
		5.1%	14.1%	13.5%	46.2%	21.2%
14	"Although all cultures must be respected, it is nonetheless true that some cultures are more highly evolved than others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		15 responses	11 responses	20 responses	81 responses	29 responses
		9.6%	7.1%	12.8%	51.9%	18.6%

Table: Calculation to find the mean score for question 9 to 14

	156 responses from all over the world						
	1	2	3	4	5	Total	m09
9	4	32	57	56	7	**156**	**3**
	4	64	171	224	35	**498**	
	1	2	3	4	5	Total	m10
10	13	48	46	41	8	**156**	**3**
	13	96	138	164	40	**451**	
	1	2	3	4	5	Total	m11
11	4	29	27	69	27	**156**	**4**
	4	58	81	276	135	**554**	
	1	2	3	4	5	Total	m12
12	1	18	51	57	29	**156**	**4**
	1	36	153	228	145	**563**	
	1	2	3	4	5	Total	m13
13	8	22	21	72	33	**156**	**4**
	8	44	63	288	165	**568**	
	1	2	3	4	5	Total	m14
14	15	11	20	81	29	**156**	**4**
	15	22	60	324	145	**566**	

Table: Data collected among 156 responses from countries (worldwide) Q15					
15	How often do you feel irritated or tense at work?	1=Never	2=Almost never	3=Sometimes	4=Fairly often	5=Very often
		3 responses	12 responses	95 responses	30 responses	16 responses
		1.9%	7.7%	60.9%	19.2%	10.3%
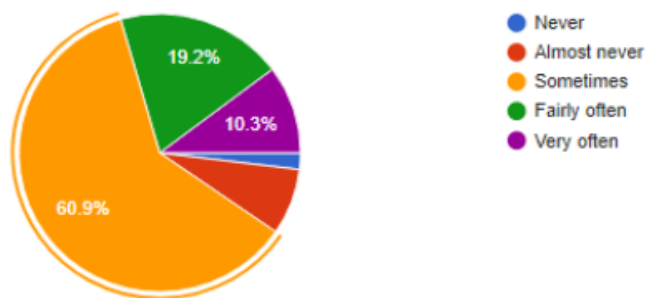
Figure 1: Results for Question 15

Calculations for mean score: 156 responses from all over the world							
	1	2	3	4	5	Total	m15
15	3	12	95	30	16	156	3
	3	24	285	120	80	512	

Table: Data collected among 156 responses from countries (worldwide) Q16					
16	How long do you think you will continue working for this company?	1=Two years at most	2=From two to five years	3=More than five years (but I probably will leave before I retire)	4=Until I retire	*Question left blank*
		33 responses	41 responses	34 responses	47 responses	1 response
		21.3%	26.5%	21.9%	30.3%	0.6%

Figure 2: Results for Question 16

Calculations for mean score: 156 responses from all over the world							
	0	1	2	3	4	**Total**	**m16**
16	0	33	41	34	47	**155**	**3**
	0	33	82	102	188	**405**	

Table: Data collected among 156 responses from countries (worldwide) Q7							
17	Considering everything, how would you rate your overall satisfaction in this company at the present time:	1=Very dissatisfied	2=Dissatisfied	3=Neither satisfied nor dissatisfied	4=Satisfied	5=Very satisfied	*Question left blank*
		6 responses	10 responses	27 responses	80 responses	32 responses	1 response
		3.9%	6.5%	17.4%	51.6%	20.6%	0.0

Considering everything, how would you rate your overall satisfaction in this company at the present time:

155 responses

20.6%
51.6%
17.4%

- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied
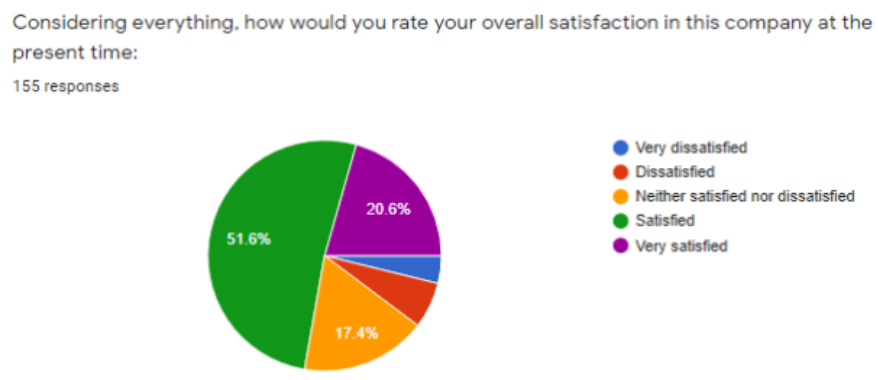
Figure 3: Results for Question 17

Calculations for mean score: 156 responses from all over the world								
	0	1	2	3	4	**5**	**Total**	**m17**
17	0	6	10	27	80	32	**155**	**4**
	0	6	20	81	320	**160**	**587**	

Table: Data collected among 156 responses from countries (worldwide) Q18-Q25

Please answer the questions below using the following scale:1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

		1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
18	In this society, leaders encourage group loyalty even if individual goals suffer.	3 responses	22 responses	56 responses	64 responses	11 responses
		1.9%	14.1%	35.9%	41.0%	7.1%
19	The economic system in this society is designed to maximize Individual interests.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		12 responses	36 responses	34 responses	59 responses	15 responses
		7.7%	23.1%	21.8%	37.8%	9.6%
20	The economic system in this society is designed to maximize collective interests.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		15 responses	49 responses	44 responses	40 responses	8 responses
		9.6%	31.4%	28.2%	25.6%	5.1%
21	People are promoted and recognized based on their loyalty and age.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		18 responses	45 responses	41 responses	49 responses	3 responses
		11.5%	28.8%	26.3%	31.4%	1.9%
22	People are promoted based on competence, no matter their age.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		12 responses	49 responses	34 responses	55 responses	6 responses
		7.7%	31.4%	21.8%	35.3%	3.8%
23	It is immoral for a boss not to offer a job to a relative.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		38 responses	34 responses	48 responses	27 responses	9 responses
		24.4%	21.8%	30.8%	17.3%	5.8%
24	I am very satisfied at present with the people I work with cooperate with one another.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		4 responses	12 responses	24 responses	88 responses	28 responses
		2.6%	7.7%	15.4%	56.4%	17.9%
25	All in all, what is your personal feeling about working for a company which is primarily foreign owned?	1=All in all, I prefer it this way	2=It makes no difference to me one way or the other	3=I would prefer that it was not this way		
		29 responses	118 responses	9 responses		
		18.6%	75.6%	5.8%		

Table: Calculation to find the mean score for question 18 to 25

156 responses from all over the world							
	1	2	3	4	5	Total	m18
18	3	22	56	64	11	156	
	3	44	168	256	55	526	3
	1	2	3	4	5	Total	m19
19	12	36	34	59	15	156	
	12	72	102	236	75	497	3
	1	2	3	4	5	Total	m20
20	15	49	44	40	8	156	
	15	98	132	160	40	445	3
	1	2	3	4	5	Total	m21
21	18	45	41	49	3	156	
	18	90	123	196	15	442	3
	1	2	3	4	5	Total	m22
22	12	49	34	55	6	156	
	12	98	102	220	30	462	3
	1	2	3	4	5	Total	m23
23	38	34	48	27	9	156	
	38	68	144	108	45	403	3
	1	2	3	4	5	Total	m24
24	4	12	24	88	28	156	
	4	24	72	352	140	592	4
	1	2	3			Total	m25
25	29	118	9			156	
	29	236	27			292	2

Figure 4: Results for Question 25

Table: Data collected among 156 responses from countries (worldwide) Q26				
26	How do you feel or think you would feel about working for a manager who is from different country than you? 156 responses	1=In general, I would prefer to work for a manager of my own nationality	2=Nationality would make no difference to me	3=In general, I would prefer to work for a manager of a different nationality
		12 responses	130 responses	14 responses
		7.7%	83.3%	9.0%

How do you feel or think you would feel about working for a manager who is from different country than you?

156 responses

Figure 5: Results for Question 26

Calculations for mean score: 156 responses from all over the world					
	1	2	3	Total	m26
26	12	130	14	156	2
	12	260	42	314	

Table: Data collected among 156 responses from countries (worldwide) Q27-Q33

		How important are the following to you?				
27	Training: to have further training opportunities (to improve your skills or gain new ones).	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important
		1 response	4 responses	12 responses	42 responses	97 responses
		0.6%	2.6%	7.7%	26.9%	62.2%
28	Workplace Environment Conditions: to have good working conditions (ventilation and lighting, enough space, etc.)	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important
		2 responses	1 response	8 responses	57 responses	88 responses
		1.3%	0.6%	5.1%	36.5%	56.4%
29	Personal time: have a job that gives you enough free time for your personal life and your family.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important
		1 response	2 responses	13 responses	59 responses	81 responses
		0.6%	1.3%	8.3%	37.8%	51.9%
30	Freedom: have enough freedom to adopt your own approach to your work.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important
		1 response	2 responses	14 responses	71 responses	68 responses
		0.6%	1.3%	9.0%	45.5%	43.6%
31	Challenge: to have a job that for you is a challenge - which will give you the feeling of achievement.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important
		1 response	3 responses	10 responses	50 responses	92 responses
		0.6%	1.9%	6.4%	32.1%	59.0%
32	My job leaves me sufficient time for my personal or family life.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important
		3 responses	11 responses	33 responses	60 responses	49 responses
		1.9%	7.1%	21.2%	38.5%	31.4%
33	Recognition: the recognition one deserves when doing a particular job.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important
		1 response	6 responses	16 responses	58 responses	75 responses
		0.6%	3.8%	10.3%	37.2%	48.1%

Table: Calculation to find the mean score for question from 27 to 33

156 responses from all over the world							
	1	2	3	4	5	Total	m27
27	1	4	12	42	97	156	
	1	8	36	168	485	698	4
	1	2	3	4	5	Total	m28
28	2	1	8	57	88	156	
	2	2	24	228	440	696	4
	1	2	3	4	5	Total	m29
29	1	2	13	59	81	156	
	1	4	39	236	405	685	4
	1	2	3	4	5	Total	m30
30	1	2	14	71	68	156	
	1	4	42	284	340	671	4
	1	2	3	4	5	Total	m31
31	1	3	10	50	92	156	
	1	6	30	200	460	697	4
	1	2	3	4	5	Total	m32
32	3	11	33	60	49	156	
	3	22	99	240	245	609	4
	1	2	3	4	5	Total	m33
33	1	6	16	58	75	156	
	1	12	48	232	375	668	**4**

Table: Data collected among 156 responses from countries (worldwide) Q34							
34	How satisfied are you at present with your working relationship with your immediate manager?	1=Very satisfied	2	3	4	5=Not satisfied	*Question left blank*
		53 responses	37 responses	30 responses	26 responses	9 responses	1 response
		34.0%	23.7%	19.2%	16.7%	5.8%	0.6%

How satisfied are you at present with your working relationship with your immediate manager?
155 responses
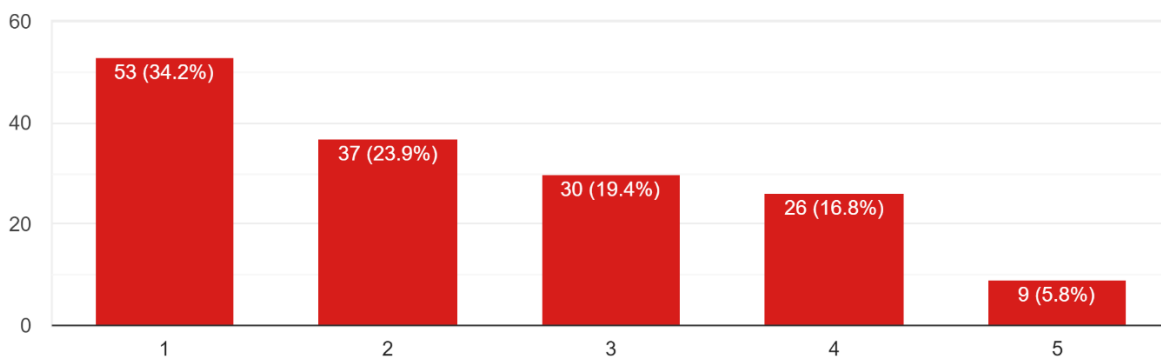
Figure 6: Results for Question 34

Table: Calculation to find the mean score for question 34

Calculations for mean score: 156 responses from all over the world							
	1	2	3	4	5	Total	m34
34	53	37	30	26	9	155	2
	53	74	90	104	45	366	

Table: Data collected among 156 responses from countries (worldwide) Q35 to Q41

	Please answer the questions below using the following scale:1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree					
35	I have sympathy for those who do not win, and I envy others for their success.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		28 responses	44 responses	40 responses	31 responses	13 responses
		17.9%	28.2%	25.6%	19.9%	8.3%
36	I admire winners and I think those who lose must be punished.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		65 responses	59 responses	23 responses	8 responses	1 response
		41.7%	37.8%	14.7%	5.1%	0.6%
37	At work, I am motivated by a relaxed, friendly atmosphere.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		3 responses	14 responses	32 responses	72 responses	35 responses
		1.9%	9.0%	20.5%	46.2%	22.4%
38	At work, I need to have clear objectives and an evaluation system for what I accomplish.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		1 response	7 responses	18 responses	81 responses	49 responses
		0.6%	4.5%	11.5%	51.9%	31.4%
39	Decisions at work must be based on consensus.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		2 responses	26 responses	55 responses	60 responses	13 responses
		1.3%	16.7%	35.3%	38.5%	8.3%
40	Men need to be dynamic, ambitious and tough.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		22 responses	31 responses	61 responses	30 responses	12 responses
		14.1%	19.9%	39.1%	19.2%	7.7%
41	Both men and women have the same rights to be tender and to care for their relationships with others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		1 response	3 responses	6 responses	54 responses	92 responses
		0.6%	1.9%	3.8%	34.6%	59.0%

Table: Calculation to find the mean score for question from Q35 to Q42

	156 responses from all over the world						
	1	2	3	4	5	Total	m35
35	28	44	40	31	13	156	3
	28	88	120	124	65	425	
	1	2	3	4	5	Total	m36
36	65	59	23	8	1	156	2
	65	118	69	32	5	289	
	1	2	3	4	5	Total	m37
37	3	14	32	72	35	156	4
	3	28	96	288	175	590	
	1	2	3	4	5	Total	m38
38	1	7	18	81	49	156	4
	1	14	54	324	245	638	
	1	2	3	4	5	Total	m39
39	2	26	55	60	13	156	3
	2	52	165	240	65	524	
	1	2	3	4	5	Total	m40
40	22	31	61	30	12	156	3
	22	62	183	120	60	447	
	1	2	3	4	5	Total	m41
41	1	3	6	54	92	156	4
	1	6	18	216	460	701	

Results from question 42

Table: Data collected among 156 responses from countries (worldwide) Q42		1=Men	2=Women	*Question left blank*
42	In this society, who is more likely to serve in a position of high office?	136 responses	18 responses	2 responses
		87.2%	11.5%	1.3%

In this society, who is more likely to serve in a position of high office?
154 responses
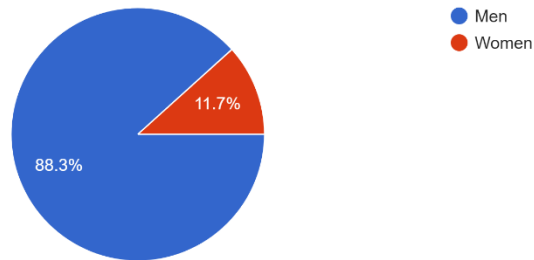
Figure 7: Results for Question 42

Calculation to find the mean score for question 42

156 responses from all over the world					
	0	**1**	**2**	**Total**	**m42**
42	2	136	18	**156**	**1**
	0	136	36	**172**	

Table: Data collected among 156 responses from countries (worldwide)

		Please answer the questions below using the following scale:1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree				
43	An adult should be assertive and energetic so as to acquire a maximum of material comfort, social status and prestige.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		3 responses	27 responses	40 responses	72 responses	14 responses
		1.9%	17.3%	25.6%	46.2%	9.0%
44	The most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		2 responses	8 responses	33 responses	82 responses	31 responses
		1.3%	5.1%	21.2%	52.6%	19.9%
45	In my workplace, people are generally non-assertive.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		4 responses	42 responses	67 responses	37 responses	6 responses
		2.6%	26.9%	42.9%	23.7%	3.8%
46	In my workplace, people are generally tough.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		12 responses	49 responses	65 responses	28 responses	2 responses
		7.7%	31.4%	41.7%	17.9%	1.3%

Calculation to find the mean score for question 43 to 46

156 responses from all over the world							
	1	2	3	4	5	Total	m43
43	3	27	40	72	14	156	3
	3	54	120	288	70	535	
	1	2	3	4	5	Total	m44
44	2	8	33	82	31	156	4
	2	16	99	328	155	600	
	1	2	3	4	5	Total	m45
45	4	42	67	37	6	156	3
	4	84	201	148	30	467	
	1	2	3	4	5	Total	m46
46	12	49	65	28	2	156	3
	12	98	195	112	10	427	

Table: Data collected among 156 responses from countries (worldwide) Q47-Q54

	Please answer the questions below using the following scale:1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree					
47	In this society, people are rewarded for excellent performance.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		15 responses	47 responses	49 responses	35 responses	10 responses
		9.6%	30.1%	31.4%	22.4%	6.4%
48	In this society the accepted norm is to accept the status quo.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		3 responses	20 responses	42 responses	71 responses	20 responses
		1.9%	12.8%	26.9%	45.5%	12.8%
49	In this society the accepted norm is to plan for the future.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		3 responses	28 responses	48 responses	65 responses	12 responses
		1.9%	17.9%	30.8%	41.7%	7.7%
50	In this society, people place more emphasis on solving current problems.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		2 responses	24 responses	45 responses	68 responses	17 responses
		1.3%	15.4%	28.8%	43.6%	10.9%
51	In this society, people place more emphasis on planning for the future.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		6 responses	43 responses	54 responses	41 responses	12 responses
		3.8%	27.6%	34.6%	26.3%	7.7%
52	In this society, people are generally very concerned about others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		10 responses	44 responses	60 responses	32 responses	10 responses
		6.4%	28.2%	38.5%	20.5%	6.4%
53	In this society, people are generally very sensitive toward other.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
		12 responses	49 responses	67 responses	24 responses	4 responses
		7.7%	31.4%	42.9%	15.4%	2.6%
54	How often, in your experience, can the following problem arise: are employees afraid to express the fact that they disagree with their managers?	1=Very often	2	3	4	5= Very rarely
		33 responses	62 responses	31 responses	21 responses	9 responses
		21.2%	39.7%	19.9%	13.5%	5.8%

Table: Calculation to find the mean score for question 47 to 54

156 responses from all over the world							
	1	2	3	4	5	**Total**	**m47**
47	15	47	49	35	10	**156**	
	15	94	147	140	50	**446**	**3**
	1	2	3	4	5	**Total**	**m48**
48	3	20	42	71	20	**156**	
	3	40	126	284	100	**553**	**4**
	1	2	3	4	5	**Total**	**m49**
49	3	28	48	65	12	**156**	
	3	56	144	260	60	**523**	**3**
	1	2	3	4	5	**Total**	**m50**
50	2	24	45	68	17	**156**	
	2	48	135	272	85	**542**	**3**
	1	2	3	4	5	**Total**	**m51**
51	6	43	54	41	12	**156**	
	6	86	162	164	60	**478**	**3**
	1	2	3	4	5	**Total**	**m52**
52	10	44	60	32	10	**156**	
	10	88	180	128	50	**456**	**3**
	1	2	3	4	5	**Total**	**m53**
53	12	49	67	24	4	**156**	
	12	98	201	96	20	**427**	**3**
	1	2	3	4	5	**Total**	**m54**
54	33	62	31	21	9	**156**	
	33	124	93	84	45	**379**	**2**

Table: Data collected among 156 responses from countries (worldwide) Q55

55	What three words define the organization / company / business you work for?	
professional		9
Teamwork		8
Flexibility		6
friendly		6
motivate		6
Fair		5
Loyalty		5
Respect		5
Organised		4
Trust		4
bureaucracy		3
Dynamic		3
Family		3
Hierarchical		3
Pressure		3
quality		3
Accountability		2
Ambition		2
caring		2
Challenge		2
cooperation		2
Driven		2
goals		2
innovation		2
integrity		2
Multicultural		2
perfection		2
planning		2
Public Interest		2
Satisfactory,		2
service		2
Stability		2
Structured		2
technology		2
Understanding		2
Unprofessional		2
acceptance		1
Acceptance of differentiation		1
Agile		1
atmosphere		1
budget		1
busy		1
chaos		1
children		1
Clean		1
Collaboration		1

Comfort	1
commitment	1
communication	1
Competition	1
complicated	1
connections	1
Consensus	1
Consistency	1
Consulting	1
creativity	1
critical thinking	1
Cultural tolerance	1
culture	1
Demanding	1
developing,	1
digital	1
discipline	1
discrimination	1
Do not know	1
education	1
emotions,	1
Empower women	1
empowerment	1
Energetic,	1
Energy & R&D Sector	1
enthusiasm,	1
Entrepreneurs	1
Equality,	1
excellence	1
excitement	1
Fairness	1
Fast moving consumer goods.	1
Fintech	1
Focused	1
forward thinking	1
free time	1
friendliness	1
Global,	1
Good	1
growth	1
guidance,	1
Happy	1
Hard work,	1
hectic	1
highly skilled	1
honesty,	1
Hospitality -	1
Hotel	1
humanitarian	1

I am cofounder.	1
Insurance Sector	1
International,	1
it is who you know,	1
Justice,	1
know-how	1
leadership	1
low pace	1
Management	1
many hours of work	1
micromanagement	1
Miscommunication	1
mission	1
modern	1
NGO	1
no rules	1
Non-profit,	1
not many opportunities	1
Nurturing	1
One-man decisions	1
Open-minded,	1
passion	1
Performance,	1
permanent -	1
perspective,	1
policies	1
Power	1
processes	1
Profitable	1
Progressive,	1
punctuality,	1
Random	1
recognition	1
relax environment,	1
Relaxed	1
reliable	1
responsibility	1
Retail	1
routine	1
safety	1
same	1
seasonal work,	1
secure	1
shipping	1
slow decision making	1
solving problems,	1
Start up,	1
strict	1
Tidy	1

Tourism -	1
Toxic	1
trading,	1
Training	1
transparent,	1
uncertainty for income	1
Uncultured	1
Unexpected	1
Unfair	1
vertical	1
Vision	1
water	1
well-connected	1
Youth	1

Table: Data collected among 156 responses from countries (worldwide) Q56

56	Are there any cultural groups (nationality, religion, gender, age, profession) that you have more difficulty working with?	Answers	%
No		76	78.4%
Older Cypriot men/women		3	3.1%
Chinese		2	2.1%
Greeks		2	2.1%
Accountants		1	1.0%
Age		1	1.0%
age (people over 40)		1	1.0%
British		1	1.0%
Bulgarian		1	1.0%
Don't know		1	1.0%
Gender (women professionals)		1	1.0%
Insurance brokers		1	1.0%
Lawyers		1	1.0%
Non-Christians		1	1.0%
Russians		1	1.0%
Yes		1	1.0%
Yes		1	1.0%
Yes		1	1.0%
Total		**97**	**100.0%**

Table: Data collected among 156 responses from countries (worldwide) Q57

57	What are the first 3 to 5 words (especially adjectives) that come to mind when you think of Cyprus?	Responses	Answers	%
Sunny		1	26	29.9%
Beautiful		2	13	14.9%
family		3	13	14.9%
friendly		4	10	11.5%
hospitality		5	9	10.3%
safety		6	9	10.3%
Relax		7	8	9.2%
Sea		8	8	9.2%
Home		9	7	8.0%
Warm		10	6	6.9%
beach		11	5	5.7%
Hard working people		12	5	5.7%
Corruption		13	4	4.6%
food		14	4	4.6%
Holiday		15	4	4.6%
peaceful		16	4	4.6%
bureaucratic		17	3	3.4%
history		18	3	3.4%
Tourism		19	3	3.4%
good weather		20	2	2.3%
hot		21	2	2.3%
stubborn		22	2	2.3%
Summer		23	2	2.3%
Welcoming		24	2	2.3%
affordable living		25	1	1.1%
Amateurish		26	1	1.1%
Amazing		27	1	1.1%
banana sheep country		28	1	1.1%
Behind		29	1	1.1%
blind		30	1	1.1%
business-orientated		31	1	1.1%
calmness		32	1	1.1%
charming		33	1	1.1%
civilization		34	1	1.1%
closed-minded society		35	1	1.1%
Comfort		36	1	1.1%
Comfort zone		37	1	1.1%
community		38	1	1.1%
competitive		39	1	1.1%
Considerate		40	1	1.1%
Convenient		41	1	1.1%
Crazy		42	1	1.1%
cuisine		43	1	1.1%
culture		44	1	1.1%

curious	45	1	1.1%
destination	46	1	1.1%
development	47	1	1.1%
dirty but	48	1	1.1%
disobedience	49	1	1.1%
disorganised	50	1	1.1%
diverse	51	1	1.1%
divided	52	1	1.1%
easy commuting	53	1	1.1%
easy-going.	54	1	1.1%
Eating	55	1	1.1%
Education	56	1	1.1%
Expensive	57	1	1.1%
faithful	58	1	1.1%
Fake	59	1	1.1%
football rules	60	1	1.1%
fun	61	1	1.1%
fun-loving	62	1	1.1%
generous	63	1	1.1%
good food	64	1	1.1%
good life	65	1	1.1%
Good lifestyle	66	1	1.1%
good ppl	67	1	1.1%
Happiness	68	1	1.1%
Happy	69	1	1.1%
Human rude beautiful hot light	70	1	1.1%
impolite	71	1	1.1%
Injustice	72	1	1.1%
intriguing opportunity	73	1	1.1%
invasion	74	1	1.1%
irresponsibility mafia dirt	75	1	1.1%
it is who you know	76	1	1.1%
Its people	77	1	1.1%
kindness	78	1	1.1%
lack of innovation	79	1	1.1%
laid back slow	80	1	1.1%
Lethargic	81	1	1.1%
Loving	82	1	1.1%
low expectations status quo	83	1	1.1%
luck of social services for the ARTS	84	1	1.1%
mediocracy	85	1	1.1%
minded	86	1	1.1%
Multi-functional	87	1	1.1%
naive		1	1.1%
Narrow-		1	1.1%
narrow-minded		1	1.1%
nature		1	1.1%
nice weather		1	1.1%
no manners		1	1.1%

not proactive		1	1.1%
Obsolete traditional prejudice		1	1.1%
old-fashioned archaistic know-it-all		1	1.1%
Paradise		1	1.1%
Quiet Easy life		1	1.1%
quite secure		1	1.1%
Racism		1	1.1%
Reactive		1	1.1%
Relationships		1	1.1%
reliable		1	1.1%
roots		1	1.1%
selfish		1	1.1%
serene		1	1.1%
slow		1	1.1%
Small		1	1.1%
smile		1	1.1%
Stability		1	1.1%
The system decides for everything		1	1.1%
Tradition		1	1.1%
Tranquillity		1	1.1%
troubled		1	1.1%
trust		1	1.1%
Turkish invasion		1	1.1%
Uncultured		1	1.1%
unprofessionalism		1	1.1%
values		1	1.1%
Village people		1	1.1%
village/		1	1.1%
Vocation		1	1.1%
weather		1	1.1%
working hours		1	1.1%
Workplace		1	1.1%
worst drivers		1	1.1%

Respondents Profile (from 156 samples worldwide)

The **profile** of the **respondents** include gender, age, education, employment, monthly income, marital status.

Table: Data collected among 156 responses from countries (worldwide) Q58			
58	What gender are you?	**1=Man**	**2=Woman**
		91 responses	65 responses
		58.3%	41.7%

What gender are you?
156 responses
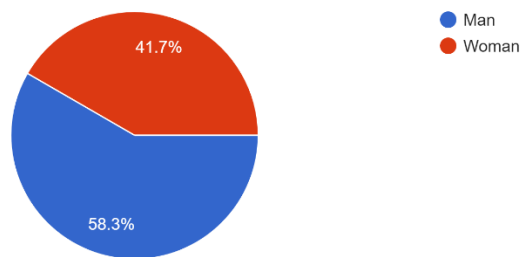
Figure 8: Results for Question 58

Calculation to find the mean score

156 responses from all over the world				
	1	2	**Total**	**m58**
58	91	65	156	1
	91	130	221	

Table: Data collected among 156 responses from countries (worldwide) Q59							
59	Your age	1=18-24 years old	2=25-34 years old	3=35-44 years old	4=45-54 years old	5=55-64 years old	6=65 or older
		10 responses	49 responses	45 responses	40 responses	11 responses	1 response
		6.4%	31.4%	28.8%	25.6%	7.1%	0.6%

Your age
156 responses
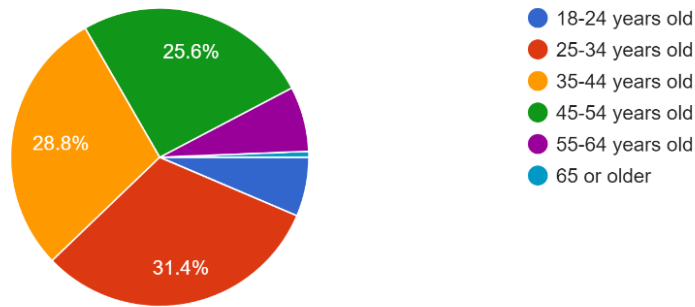
Figure 9: Results for Question 59

Calculation to find the mean score

156 responses from all over the world								
	1	2	3	4	5	6	Total	m59
59	10	49	45	40	11	1	156	3
	10	98	135	160	55	6	464	

Table: Data collected among 156 responses from countries (worldwide) Q60

60	What is your Nationality?		
Cypriot		95 responses	95
Greek		16 responses	16
(empty)		5 responses	5
British		5 responses	5
American (USA)		2 responses	2
Romanian		2 responses	2
Portuguese		2 responses	2
-		1 response	1
Australian Cypriot		1 response	1
Austria		1 response	1
Belgian		1 response	1
British - Cypriot		1 response	1
Bulgarian		1 response	1
Canadian/Cypriot		1 response	1
Cypriot and American		1 response	1
Cypriot/Serbian		1 response	1
Cypriot-Australian		1 response	1
Egyptian		1 response	1
ENGLISH/CYPRIOT		1 response	1
Filipino		1 response	1
German		1 response	1
Greek Cypriot & British		1 response	1
Indian		1 response	1
INDIAN		1 response	1
Iranian		1 response	1
Italian		1 response	1
Malaysian		1 response	1
Nigerian		1 response	1
pakistani		1 response	1
Polish		1 response	1
Russian		1 response	1
Saudian		1 response	1
South African		1 response	1
Spanish		1 response	1
Swedish		1 response	1
Vietnamese		1 response	1
		Total	**156**

Table: Data collected among 156 responses from countries (worldwide) Q61									
	Education: What is the highest degree or level of school you have completed?	1	2	3	4	5	6	7	0
		Elementary school to 6th grade	High School (9th grade)	Lyceum (12th grade)	College degree	Bachelor's degree	Master's degree	Doctorate degree	*Question left blank*
61		0	1 response	9 responses	12 responses	44 responses	79 responses	9 responses	2 responses
		0	0.6%	5.8%	7.7%	28.2%	48.7%	5.8%	1.3%

Education: What is the highest degree or level of school you have completed?
154 responses
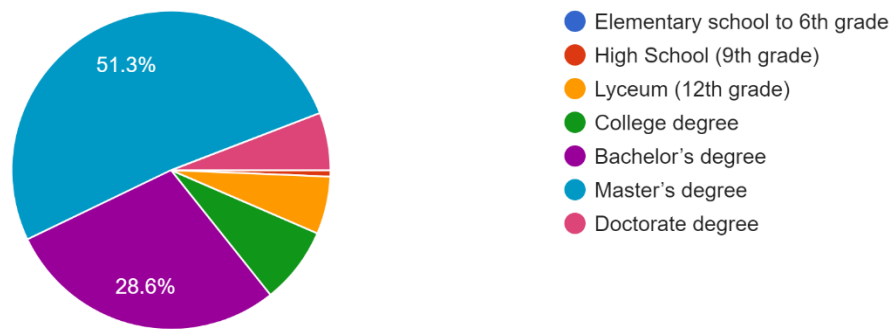
Figure 10: Results for Question 61

Calculation to find the mean score

156 responses from all over the world									
	1	2	3	4	5	6	7	Total	m61
61	0	1	9	12	44	79	9	154	5
	0	2	27	48	220	474	63	832	

Table: Data collected among 156 responses from countries (worldwide) Q62

62	Employment / Professional situation		
1=Government employee		33 responses	21.2%
2=Private employee		85 responses	54.5%
3=Businessman / woman		13 responses	8.3%
4=Self employed		10 responses	6.4%
5=College student		6 responses	3.8%
6=Unemployed		2 responses	1.3%
7=Other (Please specify: ....)		5 responses	3.2%
Question left blank		2 responses	1.3%

Employment / Professional situation
154 responses

- Government employee
- Private employee
- Businessman / woman
- Self employed
- College student
- Retired
- Unemployed
- Other (Please specify: ....)
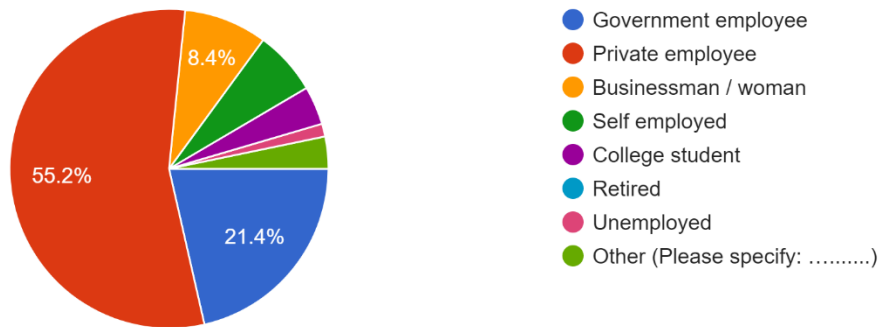
Figure 11: Results for Question 62

Calculation to find the mean score

156 responses from all over the world									
	0	1	2	3	4	6	7	**Total**	**Ms62**
62	0	33	85	13	10	2	6	149	2
	0	33	170	39	40	12	42	336	

Table: Data collected among 156 responses from countries (worldwide) Q63							
		1	2	3	4	5	0
63	Monthly income	≤ € 1000	€ 1001 - € 2000	€ 2001 - € 3000	€ 3001 - € 4000	> € 4000	*Question left blank*
		20 responses	50 responses	38 responses	17 responses	26 responses	5 responses
		12.8%	32.1%	24.4%	10.9%	16.7%	3.2%

Monthly income

151 responses
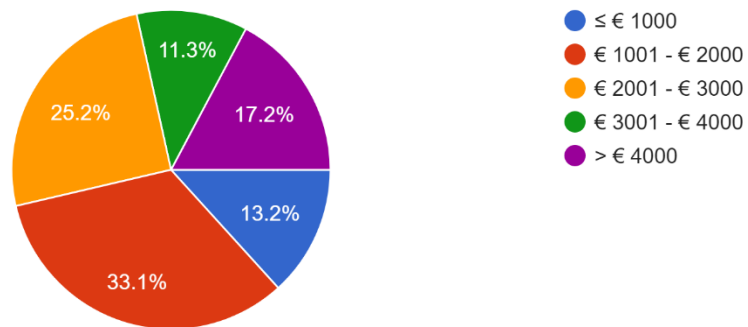
Figure 12: Results for Question 63

Calculation to find the mean score

156 responses from all over the world								
	0	**1**	**2**	**3**	**4**	**5**	**Total**	**Ms63**
63	0	20	50	38	17	26	151	3
	0	20	100	114	68	130	432	

Table: Data collected among 156 responses from countries (worldwide) Q65

65	In which country do you currently working / living?		
Cyprus	108 responses	108	69.2%
Greece	8 responses	8	5.12%
England	6 responses	6	3.85%
(empty)	4 responses	4	2.56%
USA	3 responses	3	1.92%
Singapore	1 response	1	0.64%
Nigeria	1 response	1	0.64%
Switzerland	1 response	1	0.64%
Belgium	1 response	1	0.64%
Austria	1 response	1	0.64%
Angola	1 response	1	0.64%
Italy	1 response	1	0.64%
Saudi Arabia	1 response	1	0.64%
Qatar	1 response	1	0.64%
India	1 response	1	0.64%
Pakistan	1 response	1	0.64%
Spain	1 response	1	0.64%
Australia and Philippines	1 response	1	0.64%
Germany	1 response	1	0.64%
Sweden	1 response	1	0.64%
Estonia	1 response	1	0.64%
Portugal	1 response	1	0.64%
Romania	1 response	1	0.64%
New Delhi, India	1 response	1	0.64%
Iran	1 response	1	0.64%
Australia	1 response	1	0.64%
Russia	1 response	1	0.64%
Egypt	1 response	1	0.64%
Malaysia	1 response	1	0.64%
-	1 response	1	0.64%
Taiwan	1 response	1	0.64%
UAE	1 response	1	0.64%
Total		**156**	**100%**

Table: Data collected among 156 responses from countries (worldwide) Q66							
66	Marital Status	1=Single	2=Living with Partner	3=Married	4=Divorced	5=Separated	6=Widowed
		41 responses	15 responses	84 responses	12 responses	3 responses	1 response
		26.3%	9.6%	53.8%	7.7%	1.9%	0.6%

Marital Status
156 responses
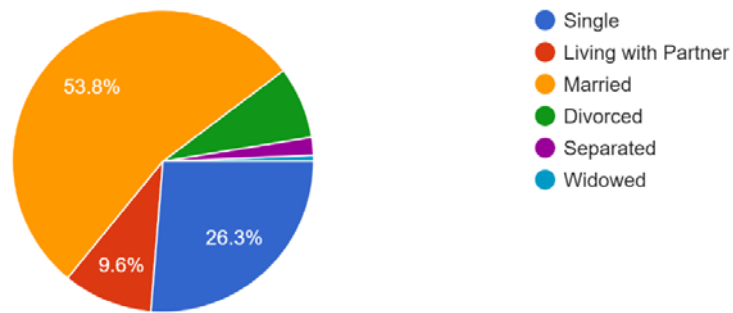
Figure 13: Results for Question 66

Calculation to find the mean score

156 responses from all over the world								
	1	2	3	4	5	6	**Total**	**m66**
66	41	15	84	12	3	1	**156**	**3**
	41	30	252	48	15	6	**392**	

Table: Data collected among 156 responses from countries (worldwide) Q67							
67	How long have you been employed in this company?	1=Less than one year	2=One year or longer, but less than three years	3=Three years or longer, but less than seven years	4=Seven years of longer, but less than fifteen years	5=Fifteen years or longer	Question left blank
		33 responses	48 responses	25 responses	30 responses	19 responses	1 response
		21.2%	30.8%	16.0%	19.2%	12.2%	0.6%

How long have you been employed in this company?
155 responses
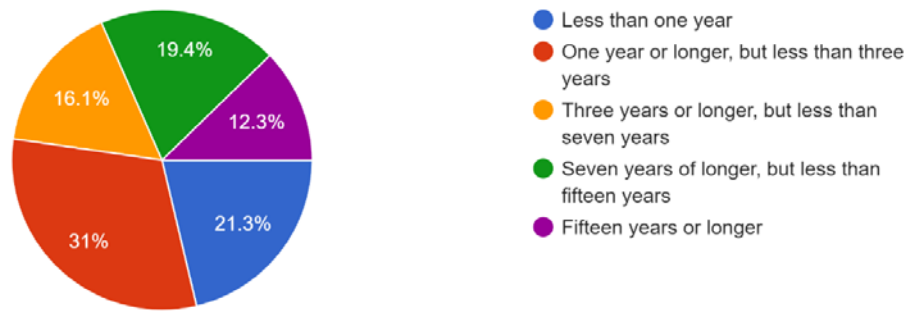
Figure 14: Results for Question 67

Calculation to find the mean score

156 responses from all over the world							
	1	2	3	4	5	**Total**	**m67**
67	33	48	25	30	19	155	**3**
	33	96	75	120	95	419	

Appendix C

Tables for 102 respondents (Cypriot Nationality)

Table: Data collected (Cypriot nationality) - 102 responses in Total Q1-Q8

1	In this society, followers are expected to question their leaders when in disagreement.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	Total
		5	13	26	43	15	102
		4.9%	12.7%	25.5%	42.2%	14.7%	100.0%

2	In this society, followers are expected to obey their leaders.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	Total
		6	20	32	36	8	102
		5.9%	19.6%	31.4%	35.3%	7.8%	100.0%

3	In this society, power is shared throughout the society	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	Total
		15	41	13	26	7	102
		14.7%	40.2%	12.7%	25.5%	6.9%	100.0%

4	In this society, power is concentrated at the top.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	Total
		1	6	10	54	31	102
		1.0%	5.9%	9.8%	52.9%	30.4%	100.0%

5	All people in an organization or company have clearly defined roles.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	Total
		8	35	24	28	7	102
		7.8%	34.3%	23.5%	27.5%	6.9%	100.0%

6	People must not take their manager's decisions for granted. They should always question their manager's actions.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	Total
		4	17	26	40	15	102
		3.9%	16.7%	25.5%	39.2%	14.7%	100.0%

7	The manager makes all decisions. Everybody in an organization / company accepts and respects him.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	Total
		15	32	25	24	6	102
		14.7%	31.4%	24.5%	23.5%	5.9%	100.0%

8	How important is it to you to live in an area desirable to you and your family?	1=Not at all important	2=Not so important	3=Somewhat important	4=Very important	5=Extremely important	Total
		0	0	0	46	56	102
		0.0%	0.0%	0.0%	45.1%	54.9%	100.0%

Table: Calculations to find mean score (only for Cypriot respondents − 102 in total

		1	2	3	4	5	Total	m1
1	In this society, followers are expected to question their leaders when in disagreement.	5	13	26	43	15	**102**	**3.49**
		5	26	78	172	75	**356**	

		1	2	3	4	5	Total	m2
2	In this society, followers are expected to obey their leaders.	6	20	32	36	8	**102**	**3.20**
		6	40	96	144	40	**326**	

		1	2	3	4	5	Total	m3
3	In this society, power is shared throughout the society	15	41	13	26	7	**102**	**2.70**
		15	82	39	104	35	**275**	

		1	2	3	4	5	Total	m4
4	In this society, power is concentrated at the top.	1	6	10	54	31	**102**	**4.06**
		1	12	30	216	155	**414**	

		1	2	3	4	5	Total	m5
5	All people in an organization or company have clearly defined roles.	8	35	24	28	7	**102**	**2.91**
		8	70	72	112	35	**297**	

		1	2	3	4	5	Total	m6
6	People must not take their manager's decisions for granted. They should always question their manager's actions.	4	17	26	40	15	**102**	**3.44**
		4	34	78	160	75	**351**	

		1	2	3	4	5	Total	m7
7	The manager makes all decisions. Everybody in an organization / company accepts and respects him.	15	32	25	24	6	**102**	**2.75**
		15	64	75	96	30	**280**	

		1	2	3	4	5	Total	m8
8	How important is it to you to live in an area desirable to you and your family?	0	0	0	46	56	102	**4.55**
		0	0	0	184	280	464	

	Table: Data collected (Cypriot nationality) - 102 responses in Total Q9-Q17					
9	In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	20	37	40	3	**102**
		2.0%	19.6%	36.3%	39.2%	2.9%	**100.0%**
10	In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		9	34	31	24	4	**102**
		8.8%	33.3%	30.4%	23.5%	3.9%	**100.0%**
11	High competence and expert leadership are appreciated in society.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		1	17	23	45	16	**102**
		1.0%	16.7%	22.5%	44.1%	15.7%	**100.0%**
12	Company rules should not be violated - even when the employee believes it is for the good of the company.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		1	12	31	42	16	**102**
		1.0%	11.8%	30.4%	41.2%	15.7%	**100.0%**
13	Uncertainty is normal in our lives and we must accept each new day as it comes.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		5	12	12	47	26	**102**
		4.9%	11.8%	11.8%	46.1%	25.5%	**100.0%**
14	"Although all cultures must be respected, it is nonetheless true that some cultures are more highly evolved than others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		8	8	11	56	19	**102**
		7.8%	7.8%	10.8%	54.9%	18.6%	**100.0%**
15	How often do you feel irritated or tense at work?	Almost never	Fairly often	Sometimes	Very often		**Total**
		6	21	66	9		**102**
		5.9%	20.6%	64.7%	8.8%		**100.0%**
16	How long do you think you will continue working for this company?	1=Two years at most	2=From two to five years	3=More than five years (but I probably will leave before I retire)	4=Until I retire		**Total**
		16	27	24	34		**101**
		15.8%	26.7%	23.8%	33.7%		**100.0%**

Table: Data collected among 102 responses (Cypriots only) Q9-Q17							
17	Considering everything, how would you rate your overall satisfaction in this company at the present time: 155 responses	1=Very dissatisfied	2=Dissatisfied	3=Neither satisfied nor dissatisfied	4=Satisfied	5=Very satisfied	**Total**
		4	7	19	51	20	**102**
		4.0%	6.9%	18.8%	50.5%	19.8%	**100.0%**

	Table: Calculations to find the mean score (Cypriot nationality) - 102 responses in Total Q9-Q16							
		1	2	3	4	5	**Total**	**m9**
9	In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation.	2	20	37	40	3	**102**	**3.22**
		2	40	111	160	15	**328**	
		1	2	3	4	5	**Total**	**m10**
10	In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.	9	34	31	24	4	**102**	**2.80**
		9	68	93	96	20	**286**	
		1	2	3	4	5	**Total**	**m11**
11	High competence and expert leadership are appreciated in society.	1	17	23	45	16	**102**	**3.57**
		1	34	69	180	80	**364**	
		1	2	3	4	5	**Total**	**m12**
12	Company rules should not be violated - even when the employee believes it is for the good of the company.	1	12	31	42	16	**102**	**3.59**
		1	24	93	168	80	**366**	
		1	2	3	4	5	**Total**	**m13**
13	Uncertainty is normal in our lives and we must accept each new day as it comes.	5	12	12	47	26	**102**	**3.75**
		5	24	36	188	130	**383**	
		1	2	3	4	5	**Total**	**m14**
14	"Although all cultures must be respected, it is nonetheless true that some cultures are more highly evolved than others.	8	8	11	56	19	**102**	**3.69**
		8	16	33	224	95	**376**	
		1	2	3	4	5	**Total**	**m15**
15	How often do you feel irritated or tense at work?	6	21	66	9	0	**102**	**2.76**
		6	42	198	36	0	**282**	
		1	2	3	4		**Total**	**m16**
16	How long do you think you will continue working for this company?	16	27	24	34		**101**	**2.75**
		16	54	72	136		**278**	

		1	2	3	4	5	**Total**	**mc17**
17	Considering everything, how would you rate your overall satisfaction in this company at the present time:	4	7	19	51	20	**102**	**3.72**
		4	14	57	204	100	**379**	

	Table: Data collected (Cypriot nationality) - 102 responses in Total Q18-Q26						
18	In this society, leaders encourage group loyalty even if individual goals suffer.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	17	39	40	4	**102**
		2.0%	16.7%	38.2%	39.2%	3.9%	**100.0%**
19	The economic system in this society is designed to maximize Individual interests.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		9	25	20	41	7	**102**
		8.8%	24.5%	19.6%	40.2%	6.9%	**100.0%**
20	The economic system in this society is designed to maximize collective interests.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		9	35	32	24	2	**102**
		8.8%	34.3%	31.4%	23.5%	2.0%	**100.0%**
21	People are promoted and recognized based on their loyalty and age.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		11	29	25	35	2	**102**
		10.8%	28.4%	24.5%	34.3%	2.0%	**100.0%**
22	People are promoted based on competence, no matter their age.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		6	38	21	36	1	**102**
		5.9%	37.3%	20.6%	35.3%	1.0%	**100.0%**
23	It is immoral for a boss not to offer a job to a relative.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		25	23	29	18	7	**102**
		24.5%	22.5%	28.4%	17.6%	6.9%	**100.0%**
24	I am very satisfied at present with the people I work with cooperate with one another.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		1	7	17	60	17	**102**
		1.0%	6.9%	16.7%	58.8%	16.7%	**99.0%**

25	All in all, what is your personal feeling about working for a company which is primarily foreign owned?	1=All in all, I prefer it this way	2=It makes no difference to me one way or the other	3=I would prefer that it was not this way	Total
		21	74	7	102
		20.6%	72.5%	6.9%	100.0%
26	How do you feel or think you would feel about working for a manager who is from different country than you?	1=In general, I would prefer to work for a manager of my own nationality	2=Nationality would make no difference to me	In general, I would prefer to work for a manager of my own nationality	Total
		10	84	8	102
		9.8%	82.4%	7.8%	100.0%

	Table: Data collected (Cypriot nationality) - 102 responses in Total Q17-Q26							
17	Considering everything, how would you rate your overall satisfaction in this company at the present time:	1	2	3	4	5	**Total**	**m17**
		4	7	19	51	20	**102**	**3.72**
		4	14	57	204	100	**379**	
18	In this society, leaders encourage group loyalty even if individual goals suffer.	1	2	3	4	5	**Total**	**m18**
		2	17	39	40	4	**102**	**3.26**
		2	34	117	160	20	**333**	
19	The economic system in this society is designed to maximize Individual interests.	1	2	3	4	5	**Total**	**m19**
		9	25	20	41	7	**102**	**3.12**
		9	50	60	164	35	**318**	
20	The economic system in this society is designed to maximize collective interests.	1	2	3	4	5	**Total**	**m20**
		9	35	32	24	2	**102**	**2.75**
		9	70	96	96	10	**281**	
21	People are promoted and recognized based on their loyalty and age.	1	2	3	4	5	**Total**	**m21**
		11	29	25	35	2	**102**	**2.88**
		11	58	75	140	10	**294**	
22	People are promoted based on competence, no matter their age.	1	2	3	4	5	**Total**	**m22**
		6	38	21	36	1	**102**	**2.88**
		6	76	63	144	5	**294**	
23	It is immoral for a boss not to offer a job to a relative.	1	2	3	4	5	**Total**	**m23**
		25	23	29	18	7	**102**	**2.60**
		25	46	87	72	35	**265**	
24	I am very satisfied at present with the people I work with cooperate with one another.	1	2	3	4	5	**Total**	**m24**
		1	7	17	60	17	**102**	**3.83**
		1	14	51	240	85	**391**	
25	All in all, what is your personal feeling about working for a company which is primarily foreign owned?	1	2	3			**Total**	**m25**
		21	74	7			**102**	**1.86**
		21	148	21			**190**	
26	How do you feel or think you would feel about working for a manager who is from different country than you?	1	2	3			**Total**	**m26**
		10	84	8			**102**	**1.98**
		10	168	24			**202**	

	Table: Data collected (Cypriot nationality) - 102 responses in Total Q27-Q34						
27	Training: to have further training opportunities (to improve your skills or gain new ones).	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	Total
		1	1	7	26	67	102
		1.0%	1.0%	6.9%	25.5%	65.7%	100.0%
28	Workplace Environment Conditions: to have good working conditions (ventilation and lighting, enough space, etc.)	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	Total
		1	1	4	34	62	102
		1.0%	1.0%	3.9%	33.3%	60.8%	100.0%
29	Personal time: have a job that gives you enough free time for your personal life and your family.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	Total
		1	1	6	33	61	102
		1.0%	1.0%	5.9%	32.4%	59.8%	100.0%
30	Freedom: have enough freedom to adopt your own approach to your work.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	Total
		1	1	4	43	53	102
		1.0%	1.0%	3.9%	42.2%	52.0%	100.0%
31	Challenge: to have a job that for you is a challenge - which will give you the feeling of achievement.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	Total
		0	1	2	31	68	102
		0.0%	1.0%	2.0%	30.4%	66.7%	100.0%
32	My job leaves me sufficient time for my personal or family life.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	Total
		2	5	22	36	37	102
		2.0%	4.9%	21.6%	35.3%	36.3%	100.0%
33	Recognition: the recognition one deserves when doing a particular job.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	Total
		1	3	11	36	51	102
		1.0%	2.9%	10.8%	35.3%	50.0%	100.0%
34	How satisfied are you at present with your working relationship with your immediate manager?	1	2	3	4	5	Total
		34	25	24	16	2	101
		33.7%	24.8%	23.8%	15.8%	2.0%	100.0%

	Table: Calculations to find the mean score (Cypriot nationality) 102 responses in Total Q27 - Q34							
		1	2	3	4	5	**Total**	**m27**
27	Training: to have further training opportunities (to improve your skills or gain new ones).	1	1	7	26	67	**102**	**4.54**
		1	2	21	104	335	**463**	
		1	2	3	4	5	**Total**	**m28**
28	Workplace Environment Conditions: to have good working conditions (ventilation and lighting, enough space, etc.)	1	1	4	34	62	**102**	**4.52**
		1	2	12	136	310	**461**	
		1	2	3	4	5	**Total**	**m29**
29	Personal time: have a job that gives you enough free time for your personal life and your family.	1	1	6	33	61	**102**	**4.49**
		1	2	18	132	305	**458**	
		1	2	3	4	5	**Total**	**m30**
30	Freedom: have enough freedom to adopt your own approach to your work.	1	1	4	43	53	**102**	**4.43**
		1	2	12	172	265	**452**	
		1	2	3	4	5	**Total**	**m31**
31	Challenge: to have a job that for you is a challenge - which will give you the feeling of achievement.	0	1	2	31	68	**102**	**4.63**
		0	2	6	124	340	**472**	
		1	2	3	4	5	**Total**	**m32**
32	My job leaves me sufficient time for my personal or family life.	2	5	22	36	37	**102**	**3.99**
		2	10	66	144	185	**407**	
		1	2	3	4	5	**Total**	**m33**
33	Recognition: the recognition one deserves when doing a particular job.	1	3	11	36	51	**102**	**4.30**
		1	6	33	144	255	**439**	
		1	2	3	4	5	**Total**	**mc34**
34	How satisfied are you at present with your working relationship with your immediate manager?	34	25	24	16	2	**101**	**2**
		34	50	72	64	10	**230**	

	Table: Data collected (Cypriot nationality) - 102 responses in Total Q35-Q42						
35	I have sympathy for those who do not win, and I envy others for their success.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		17	27	30	20	8	**102**
		16.7%	26.5%	29.4%	19.6%	7.8%	**100.0%**
36	I admire winners and I think those who lose must be punished.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		43	40	15	4	0	**102**
		42.2%	39.2%	14.7%	3.9%	0.0%	**100.0%**
37	At work, I am motivated by a relaxed, friendly atmosphere.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	9	19	53	19	**102**
		2.0%	8.8%	18.6%	52.0%	18.6%	**100.0%**
38	At work, I need to have clear objectives and an evaluation system for what I accomplish.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		1	2	13	53	33	**102**
		1.0%	2.0%	12.7%	52.0%	32.4%	**100.0%**
39	Decisions at work must be based on consensus.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	18	34	41	7	**102**
		2.0%	17.6%	33.3%	40.2%	6.9%	**100.0%**
40	Men need to be dynamic, ambitious and tough.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		15	21	40	20	6	**102**
		14.7%	20.6%	39.2%	19.6%	5.9%	**100.0%**
41	Both men and women have the same rights to be tender and to care for their relationships with others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		1	1	1	37	62	**102**
		1.0%	1.0%	1.0%	36.3%	60.8%	**100.0%**

		Men	**Women**	**Total**
42	In this society, who is more likely to serve in a position of high office?	93	9	102
		91.2%	8.8%	100.0%

Table: Calculations to find the mean score (Cypriot nationality) 102 responses in Total Q35 - Q42

		1	2	3	4	5	Total	m35
35	I have sympathy for those who do not win, and I envy others for their success.	17	27	30	20	8	**102**	**2.75**
		17	54	90	80	40	**281**	

		1	2	3	4	5	Total	m36
36	I admire winners and I think those who lose must be punished.	43	40	15	4	0	**102**	**1.80**
		43	80	45	16	0	**184**	

		1	2	3	4	5	Total	m37
37	At work, I am motivated by a relaxed, friendly atmosphere.	2	9	19	53	19	**102**	**3.76**
		2	18	57	212	95	**384**	

		1	2	3	4	5	Total	m38
38	At work, I need to have clear objectives and an evaluation system for what I accomplish.	1	2	13	53	33	**102**	**4.13**
		1	4	39	212	165	**421**	

		1	2	3	4	5	Total	m39
39	Decisions at work must be based on consensus.	2	18	34	41	7	**102**	**3.32**
		2	36	102	164	35	**339**	

		1	2	3	4	5	Total	m40
40	Men need to be dynamic, ambitious and tough.	15	21	40	20	6	**102**	**2.81**
		15	42	120	80	30	**287**	

		1	2	3	4	5	Total	m41
41	Both men and women have the same rights to be tender and to care for their relationships with others.	1	1	1	37	62	**102**	**4.55**
		1	2	3	148	310	**464**	

		Men	Women	Total	m42	
42	In this society, who is more likely to serve in a position of high office?	93	9	**102**	**1**	**Men**
		93	18	**111**		

	Table: Data collected (Cypriot nationality) - 102 responses in Total Q43-Q46						
43	An adult should be assertive and energetic so as to acquire a maximum of material comfort, social status and prestige.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		3	16	26	48	9	**102**
		2.9%	15.7%	25.5%	47.1%	8.8%	**100.0%**
44	The most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	6	22	53	19	**102**
		2.0%	5.9%	21.6%	52.0%	18.6%	**100.0%**
45	In my workplace, people are generally non-assertive.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	24	46	28	2	**102**
		2.0%	23.5%	45.1%	27.5%	2.0%	**100.0%**
46	In my workplace, people are generally tough.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		6	37	45	13	1	**102**
		5.9%	36.3%	44.1%	12.7%	1.0%	**100.0%**
	Table: Data collected among 102 responses (Cypriots only) Q43-Q46						

	Table: Calculations to find the mean score (Cypriot nationality) - 102 responses in Total Q43 - Q46							
		1	2	3	4	5	**Total**	**m43**
43	An adult should be assertive and energetic so as to acquire a maximum of material comfort, social status and prestige.	3	16	26	48	9	**102**	**3.43**
		3	32	78	192	45	**350**	
		1	2	3	4	5	**Total**	**m44**
44	The most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive.	2	6	22	53	19	**102**	**3.79**
		2	12	66	212	95	**387**	
		1	2	3	4	5	**Total**	**m45**
45	In my workplace, people are generally non-assertive.	2	24	46	28	2	**102**	**3.04**
		2	48	138	112	10	**310**	
		1	2	3	4	5	**Total**	**m46**
46	In my workplace, people are generally tough.	6	37	45	13	1	**102**	**2.67**
		6	74	135	52	5	**272**	

Table: Data collected (Cypriot nationality) - 102 responses in Total Q47-Q54						
47	In this society, people are rewarded for excellent performance.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		9	33	32	24	4	**102**
		8.8%	32.4%	31.4%	23.5%	3.9%	**100.0%**
48	In this society the accepted norm is to accept the status quo.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		1	13	29	47	12	**102**
		1.0%	12.7%	28.4%	46.1%	11.8%	**100.0%**
49	In this society the accepted norm is to plan for the future.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	20	27	46	7	**102**
		2.0%	19.6%	26.5%	45.1%	6.9%	**100.0%**
50	In this society, people place more emphasis on solving current problems.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		2	18	26	44	12	**102**
		2.0%	17.6%	25.5%	43.1%	11.8%	**100.0%**
51	In this society, people place more emphasis on planning for the future.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		3	30	36	26	7	**102**
		2.9%	29.4%	35.3%	25.5%	6.9%	**100.0%**
52	In this society, people are generally very concerned about others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		5	29	36	28	4	**102**
		4.9%	28.4%	35.3%	27.5%	3.9%	**100.0%**
53	In this society, people are generally very sensitive toward other.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**Total**
		7	36	41	17	1	**102**
		6.9%	35.3%	40.2%	16.7%	1.0%	**100.0%**
54	How often, in your experience, can the following problem arise: are employees afraid to express the fact that they disagree with their managers?	1=Very often	2	3	4	5= Very rarely	**Total**
		21	46	22	9	4	**102**
		20.6%	45.1%	21.6%	8.8%	3.9%	**100.0%**

Table: Calculations to find the mean score (Cypriot nationality) - 102 responses in Total Q47 - Q54								
47	In this society, people are rewarded for excellent performance.	1	2	3	4	5	**Total**	**m47**
		9	33	32	24	4	**102**	**2.81**
		9	66	96	96	20	**287**	
48	In this society the accepted norm is to accept the status quo.	1	2	3	4	5	**Total**	**m48**
		1	13	29	47	12	**102**	**3.55**
		1	26	87	188	60	**362**	
49	In this society the accepted norm is to plan for the future.	1	2	3	4	5	**Total**	**m49**
		2	20	27	46	7	**102**	**3.35**
		2	40	81	184	35	**342**	
50	In this society, people place more emphasis on solving current problems.	1	2	3	4	5	**Total**	**m51**
		2	18	26	44	12	**102**	**3.45**
		2	36	78	176	60	**352**	
51	In this society, people place more emphasis on planning for the future.	1	2	3	4	5	**Total**	**m51**
		3	30	36	26	7	**102**	**3.04**
		3	60	108	104	35	**310**	
52	In this society, people are generally very concerned about others.	1	2	3	4	5	**Total**	**m52**
		5	29	36	28	4	**102**	**2.97**
		5	58	108	112	20	**303**	
53	In this society, people are generally very sensitive toward other.	1	2	3	4	5	**Total**	**m53**
		7	36	41	17	1	**102**	**2.70**
		7	72	123	68	5	**275**	
54	How often, in your experience, can the following problem arise: are employees afraid to express the fact that they disagree with their managers?	1	2	3	4	5	**Total**	**m54**
		21	46	22	9	4	**102**	**2.30**
		21	92	66	36	20	**235**	

Table: Data collected among 102 responses (Cypriots only) Q55

55	What three words define the organization / company / business you work for?	Answers	%
professional		9	8.8%
Teamwork		8	7.8%
Flexibility		6	5.9%
friendly		6	2.5%
motivate		6	2.5%
Fair		5	4.9%
Loyalty		5	2.1%
Respect		5	2.1%
Organised		4	3.9%
Trust		4	1.7%
bureaucracy		3	2.9%
Dynamic		3	2.9%
Family		3	2.9%
Hierarchical		3	2.9%
Pressure		3	2.9%
quality		3	2.9%
Accountability		2	2.0%
Ambition		2	2.0%
caring		2	2.0%
Challenge		2	2.0%
cooperation		2	2.0%
Driven		2	2.0%
goals		2	2.0%
innovation		2	2.0%
integrity		2	2.0%
Multicultural		2	2.0%
perfection		2	2.0%
planning		2	2.0%
Public Interest		2	2.0%
Satisfactory,		2	2.0%
service		2	2.0%
Stability		2	2.0%
Structured		2	2.0%
technology		2	2.0%
Understanding		2	2.0%
Unprofessional		2	2.0%
acceptance		1	1.0%
Acceptance of differentiation		1	1.0%
Agile		1	1.0%
atmosphere		1	1.0%
budget		1	1.0%
busy		1	1.0%
chaos		1	1.0%

children	1	1.0%
Clean	1	1.0%
Collaboration	1	1.0%
Comfort	1	1.0%
commitment	1	1.0%
communication	1	1.0%
Competition	1	1.0%
complicated	1	1.0%
connections	1	1.0%
Consensus	1	1.0%
Consistency	1	1.0%
Consulting	1	1.0%
creativity	1	1.0%
critical thinking	1	1.0%
Cultural tolerance	1	1.0%
culture	1	1.0%
Demanding	1	1.0%
developing,	1	1.0%
digital	1	1.0%
discipline	1	1.0%
discrimination	1	1.0%
Do not know	1	1.0%
education	1	1.0%
emotions,	1	1.0%
Empower women	1	1.0%
empowerment	1	1.0%
Energetic,	1	1.0%
Energy & R&D Sector	1	1.0%
enthusiasm,	1	1.0%
Entrepreneurs	1	1.0%
Equality,	1	1.0%
excellence	1	1.0%
excitement	1	1.0%
Fairness	1	1.0%
Fast moving consumer goods.	1	1.0%
Fintech	1	1.0%
Focused	1	1.0%
forward thinking	1	1.0%
free time	1	1.0%
friendliness	1	1.0%
Global,	1	1.0%
Good	1	1.0%
growth	1	1.0%
guidance,	1	1.0%
Happy	1	1.0%
Hard work,	1	1.0%

hectic	1	1.0%
highly skilled	1	1.0%
honesty,	1	1.0%
Hospitality -	1	1.0%
Hotel	1	1.0%
humanitarian	1	1.0%
I am cofounder.	1	1.0%
Insurance Sector	1	1.0%
International,	1	1.0%
it is who you know,	1	1.0%
Justice,	1	1.0%
know-how	1	1.0%
leadership	1	1.0%
low pace	1	1.0%
Management	**1**	1.0%
many hours of work	**1**	1.0%
micromanagement	1	1.0%
Miscommunication	1	1.0%
mission	1	1.0%
modern	1	1.0%
NGO	1	1.0%
no rules	1	1.0%
Non-profit,	1	1.0%
not many opportunities	1	1.0%
Nurturing	1	1.0%
One-man decisions	1	1.0%
Open-minded,	1	1.0%
passion	1	1.0%
Performance,	1	1.0%
permanent -	1	1.0%
perspective,	1	1.0%
policies	1	1.0%
Power	1	1.0%
processes	1	1.0%
Profitable	1	1.0%
Progressive,	1	1.0%
punctuality,	1	1.0%
Random	1	1.0%
recognition	1	1.0%
relax environment,	1	1.0%
Relaxed	1	1.0%
reliable	1	1.0%
responsibility	1	1.0%
Retail	1	1.0%
routine	1	1.0%
safety	1	1.0%

same	1	1.0%
seasonal work,	1	1.0%
secure	1	1.0%
shipping	1	1.0%
slow decision making	1	1.0%
solving problems,	1	1.0%
Start up,	1	1.0%
strict	1	1.0%
Tidy	1	1.0%
Tourism -	1	1.0%
Toxic	1	1.0%
trading,	1	1.0%
Training	1	1.0%
transparent,	1	1.0%
uncertainty for income	1	1.0%
Uncultured	1	1.0%
Unexpected	1	1.0%
Unfair	1	1.0%
vertical	1	1.0%
Vision	1	1.0%
water	1	1.0%
well-connected	1	1.0%
Youth	1	1.0%

Table: Data collected among 102 responses (Cypriots only) Q56

56	Are there any cultural groups (nationality, religion, gender, age, profession) that you have more difficulty working with?	Answers	%
No		76	78.4%
Older Cypriot men/women		3	3.1%
Chinese		2	2.1%
Greeks		2	2.1%
Accountants		1	1.0%
Age		1	1.0%
age (people over 40)		1	1.0%
British		1	1.0%
Bulgarian		1	1.0%
Don't know		1	1.0%
Gender (women professionals)		1	1.0%
Insurance brokers		1	1.0%
Lawyers		1	1.0%
Non-Christians		1	1.0%
Russians		1	1.0%
Yes		1	1.0%
Yes		1	1.0%
Yes		1	1.0%
		97	100.0%

Table: Data collected among 102 responses (Cypriots only) Q57

Responses	What are the first 3 to 5 words (especially adjectives) that come to mind when you think of Cyprus?	Answers	%
1	Sunny	26	29.9%
2	Beautiful	13	14.9%
3	family	13	14.9%
4	friendly	10	11.5%
5	hospitality	9	10.3%
6	safety	9	10.3%
7	Relax	8	9.2%
8	Sea	8	9.2%
9	Home	7	8.0%
10	Warm	6	6.9%
11	beach	5	5.7%
12	Hard working people	5	5.7%
13	Corruption	4	4.6%
14	food	4	4.6%
15	Holiday	4	4.6%
16	peaceful	4	4.6%
17	bureaucratic	3	3.4%
18	history	3	3.4%
19	Tourism	3	3.4%
20	good weather	2	2.3%
21	hot	2	2.3%
22	stubborn	2	2.3%
23	Summer	2	2.3%
24	Welcoming	2	2.3%
25	affordable living	1	1.1%
26	Amateurish	1	1.1%
27	Amazing	1	1.1%
28	banana sheep country	1	1.1%
29	Behind	1	1.1%
30	blind	1	1.1%
31	business-orientated	1	1.1%
32	calmness	1	1.1%
33	charming	1	1.1%
34	civilization	1	1.1%
35	closed-minded society	1	1.1%
36	Comfort	1	1.1%
37	Comfort zone	1	1.1%
38	community	1	1.1%
39	competitive	1	1.1%
40	Considerate	1	1.1%
41	Convenient	1	1.1%
42	Crazy	1	1.1%
43	cuisine	1	1.1%

44	culture	1	1.1%
45	curious	1	1.1%
46	destination	1	1.1%
47	development	1	1.1%
48	dirty but	1	1.1%
49	disobedience	1	1.1%
50	disorganised	1	1.1%
51	diverse	1	1.1%
52	divided	1	1.1%
53	easy commuting	1	1.1%
54	easy-going.	1	1.1%
55	Eating	1	1.1%
56	Education	1	1.1%
57	Expensive	1	1.1%
58	faithful	1	1.1%
59	Fake	1	1.1%
60	football rules	1	1.1%
61	fun	1	1.1%
62	fun-loving	1	1.1%
63	generous	1	1.1%
64	good food	1	1.1%
65	good life	1	1.1%
66	Good lifestyle	1	1.1%
67	good ppl	1	1.1%
68	Happiness	1	1.1%
69	Happy	1	1.1%
70	Human rude beautiful hot light	1	1.1%
71	impolite	1	1.1%
72	Injustice	1	1.1%
73	intriguing opportunity	1	1.1%
74	invasion	1	1.1%
75	irresponsibility mafia dirt	1	1.1%
76	it is who you know	1	1.1%
77	Its people	1	1.1%
78	kindness	1	1.1%
79	lack of innovation	1	1.1%
80	laid back slow	1	1.1%
81	Lethargic	1	1.1%
82	Loving	1	1.1%
83	low expectations status quo	1	1.1%
84	luck of social services for the ARTS	1	1.1%
85	mediocracy	1	1.1%
86	minded	1	1.1%
87	Multi-functional	1	1.1%
	naive	1	1.1%
	Narrow-	1	1.1%

	narrow-minded	1	1.1%
	nature	1	1.1%
	nice weather	1	1.1%
	no manners	1	1.1%
	not proactive	1	1.1%
	Obsolete traditional prejudice	1	1.1%
	old-fashioned archaistic know-it-all	1	1.1%
	Paradise	1	1.1%
	Quiet Easy life	1	1.1%
	quite secure	1	1.1%
	Racism	1	1.1%
	Reactive	1	1.1%
	Relationships	1	1.1%
	reliable	1	1.1%
	roots	**1**	1.1%
	selfish	1	1.1%
	serene	1	1.1%
	slow	1	1.1%
	Small	1	1.1%
	smile	1	1.1%
	Stability	1	1.1%
	The system decides for everything	1	1.1%
	Tradition	1	1.1%
	Tranquillity	1	1.1%
	troubled	1	1.1%
	trust	1	1.1%
	Turkish invasion	1	1.1%
	Uncultured	1	1.1%
	unprofessionalism	1	1.1%
	values	1	1.1%
	Village people	1	1.1%
	village/	1	1.1%
	Vocation	1	1.1%
	weather	1	1.1%
	working hours	1	1.1%
	Workplace	1	1.1%
	worst drivers	1	1.1%

Respondent Profile (Cypriot nationality) - 102 responses in Total

Table: Data collected among 102 responses (Cypriots only) Q58				
		1=Man	2=Woman	Total
58	What gender are you?	56 responses	46 responses	102
		54.9%	45.1%	100.0%

Calculations to find the mean score						
		1	2	**Total**	**m58**	
58	What gender are you?	56	46	**102**		**Men**
		56	92	**148**	**1**	

The largest percentage of respondents were men, while the less were women.

Table: Data collected among 102 responses (Cypriots only) Q59							
		1=18-24 years old	2=25-34 years old	3=35-44 years old	4=45-54 years old	5=55-64 years old	6=65 or older	**Total**
59	Your age	35 responses	27 responses	12 responses	16 responses	9 responses	0 responses	**99**
		35.4%	27.3%	12.1%	16.2%	9.1%	0.0%	**100.0%**

Calculation to find the Mean score								
		1	2	**3**	4	5	**Total**	**M59**
59	Your age	35	27	12	16	9	**102**		2=25-34 years old
		35	54	36	64	45	**234**	**2**

The largest percentage of respondents are between the ages of 18-24 years old and the less are aged 55-64 years old

60	What is your Nationality?	Australian Cypriot	British - Cypriot	Canadian/Cypriot	Cypriot	Cypriot and American	Cypriot, Greek	100.0%
		1	1	1	91	1	**1**	
		1.0%	1.0%	1.0%	89.2%	1.0%	**1.0%**	
		Cypriot /Serbian	Cypriot-Australian	ENGLISH/CYPRIOT	Greek Cypriot & British	Greek/Cypriot	**Greek-Cypriot**	
		1	1	1	1	1	**1**	
		1.0%	1.0%	1.0%	1.0%	1.0%	**1.0%**	

Table: Data collected among 102 responses (Cypriots only) Q61

61	What is your Nationality?
1	Australian Cypriot
2	British - Cypriot
3	Canadian/Cypriot
4	Cy
5	Cy
6	Cypriot
7	Cypriot
8	Cypriot
9	Cypriot
10	Cypriot
11	Cypriot
12	Cypriot
13	Cypriot
14	Cypriot
15	Cypriot
16	Cypriot
17	Cypriot
18	Cypriot
19	Cypriot
20	Cypriot
21	Cypriot
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24	Cypriot
25	Cypriot
26	Cypriot
27	Cypriot
28	Cypriot
29	Cypriot
30	Cypriot

31	Cypriot
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35	Cypriot
36	Cypriot
37	Cypriot
38	Cypriot
39	Cypriot
40	Cypriot
41	Cypriot
42	Cypriot
43	Cypriot
44	Cypriot
45	Cypriot
46	Cypriot
47	Cypriot
48	Cypriot
49	Cypriot
50	Cypriot
51	Cypriot
52	Cypriot
53	Cypriot
54	Cypriot
55	Cypriot
56	Cypriot
57	Cypriot
58	Cypriot
59	Cypriot
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61	Cypriot
62	Cypriot
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65	Cypriot
66	Cypriot
67	Cypriot
68	Cypriot
69	Cypriot
70	Cypriot
71	Cypriot
72	Cypriot
73	Cypriot
74	Cypriot

75	Cypriot
76	Cypriot
77	Cypriot
78	Cypriot
79	Cypriot
80	Cypriot
81	Cypriot
82	Cypriot
83	Cypriot
84	Cypriot
85	Cypriot
86	Cypriot
87	Cypriot
88	Cypriot
89	Cypriot
90	Cypriot and American
91	Cypriot, Greek
92	Cypriot/Serbian
93	Cypriot-Australian
94	Cypriote
95	Cyprus
96	ENGLISH/CYPRIOT
97	Greek Cypriot
98	Greek Cypriot
99	Greek Cypriot
100	Greek Cypriot & British
101	Greek/Cypriot
102	Greek-Cypriot

Table: Data collected among 102 responses (Cypriots only) Q62-Q62								
62	Education: What is the highest degree or level of school you have completed?	1=Elementary school to 6th grade	2=High School (9th grade)	3=Lyceum (12th grade)	4=College degree	5=Bachelor's degree	**6=Master's degree**	7=Doctorate degree
		0	0	3	7	26	**56**	8
		0	0	3.0%	7.0%	26.0%	**56.0%**	8.0%
63	Employment / Professional situation	1=Government employee	2=Private employee	3=Business man / woman	4=Self employed	5=College student	**6=Unemployed**	7=Other (Please specify:...)
		27	52	10	7	1	**0**	3
		27.0%	52.0%	10.0%	7.0%	1.0%	**0**	3.0%

Table: Calculation to find the mean score										
		1	2	3	4	5	6	7	**Total**	**m62**	
62	Education: What is the highest degree or level of school you have completed?	0	0	3	7	26	56	8	**100**	**6**	6=Master's degree
		0	0	9	28	130	336	56	**559**		

		1	2	3	4	5	6	7	**Total**	**m63**	
63	Employment / Professional situation	27	52	10	7	1	0	3	**100**	**2**	2=Private employee
		27	104	30	28	5	0	21	**215**		

Table: Data collected among 102 responses (Cypriots only) Q64							
64	Monthly income	≤ € 1000	€ 1001 - € 2000	€ 2001 - € 3000	€ 3001 - € 4000	> € 4000	Total
		9	35	27	12	16	99
		9.1%	35.4%	27.3%	12.1%	16.2%	100.0%

Table: Calculation to find the mean score									
		1	2	3	4	5	6	**Total**	**m64**	
64	Monthly income	9	35	27	12	16	3	**102**	**3**	€ 2001 - € 3000
		9	70	81	48	80	18	**306**		

Table: Data collected among 102 responses (Cypriots only) Q65								
65	In which country do you currently working / living?	Cyprus	Belgium	Uk	Germany	Singapore	UAE	USA	**Total**
		94	1	3	1	1	1	1	**102**
		92.2%	1.0%	2.9%	1.0%	1.0%	1.0%	1.0%	**100.0%**

Table: Data collected among 102 responses (Cypriots only) Q66-Q67								
		1	**2**	**3**	**4**	**5**	6	
66	Marital Status	Single	Living with Partner	Married	Divorced	Separated	Widowed	**Total**
		20	7	66	7	2	0	**102**
		19.6%	6.9%	64.7%	6.9%	2.0%	0	**100.0%**
67	How long have you been employed in this company?	1=Less than one year	2=One year or longer, but less than three years	3=Three years or longer, but less than seven years	4=Seven years of longer, but less than fifteen years	5=Fifteen years or longer	Question left blank	**Total**
		15	29	18	24	15	0	**101**
		14.9%	28.7%	17.8%	23.8%	14.9%	0.0%	**100.0%**

Calculations for mean score										
		1	**2**	**3**	**4**	**5**	**6**	**Total**	**mc66**	
66	Marital Status	20	7	66	7	2	0	**102**		**3=Married**
		20	14	198	28	10	0	**270**	**3**	
		1	**2**	**3**	**4**	**5**	**6**	**Total**	**mc67**	
67	How long have you been employed in this company?	15	29	18	24	15	0	**101**		**Three years or longer, but less than seven years**
		15	58	54	96	75	0	**298**	**3**	

Tables for 49 respondents (Other countries)

Table: Data Collection for other countries (49 valid responses in Total) from Q1-Q8

1	In this society, followers are expected to question their leaders when in disagreement.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		4	4	5	28	8	49
		8.16%	8.16%	10.20%	57.14%	16.33%	100.00%

2	In this society, followers are expected to obey their leaders.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		2	7	15	15	10	49
		4.08%	14.29%	30.61%	30.61%	20.41%	100.00%

3	In this society, power is shared throughout the society	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		10	17	7	12	3	49
		20.41%	34.69%	14.29%	24.49%	6.12%	100.00%

4	In this society, power is concentrated at the top.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		0	3	4	20	22	49
		0.00%	6.12%	8.16%	40.82%	44.90%	100.00%

5	All people in an organization or company have clearly defined roles.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		3	7	17	15	7	49
		6.12%	14.29%	34.69%	30.61%	14.29%	100.00%

6	People must not take their manager's decisions for granted. They should always question their manager's actions.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		3	10	14	18	4	49
		6.12%	20.41%	28.57%	36.73%	8.16%	100.00%

7	The manager makes all decisions. Everybody in an organization / company accepts and respects him.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		5	15	15	12	2	49
		10.20%	30.61%	30.61%	24.49%	4.08%	100.00%

8	How important is it to you to live in an area desirable to you and your family?	Extremely important	Not so important	Somewhat important	Very important		TOTAL
		14	1	5	29		49
		28.57%	2.04%	10.20%	59.18%		100.00%

	1	2	3	4	5	Total	m1
1	4	4	5	28	8	**49**	**3.65**
	4	8	15	112	40	179	
	1	2	3	4	5	Total	m2
2	2	7	15	15	10	**49**	**3.49**
	2	14	45	60	50	171	
	1	2	3	4	5	Total	m3
3	10	17	7	12	3	**49**	**2.61**
	10	34	21	48	15	128	
	1	2	3	4	5	Total	m4
4	0	3	4	20	22	**49**	**4.24**
	0	6	12	80	110	208	
	1	2	3	4	5	Total	m5
5	3	7	17	15	7	**49**	**3.33**
	3	14	51	60	35	163	
	1	2	3	4	5	Total	m6
6	3	10	14	18	4	**49**	**3.20**
	3	20	42	72	20	157	
	1	2	3	4	5	Total	m7
7	5	15	15	12	2	49	**2.82**
	5	30	45	48	10	138	
	1	2	3	4	5	Total	m8
8	14	1	5	29		49	**3.00**
	14	2	15	116	0	147	

Table: Calculation of mean score for Other countries (49 valid in total)

Table: Data Collection for other countries (49 valid responses in Total) from Q9-Q15						
9	In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		1	10	19	16	3	49
		2.04%	20.41%	38.78%	32.65%	6.12%	100.00%
10	In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		4	11	13	17	4	49
		8.16%	22.45%	26.53%	34.69%	8.16%	100.00%
11	High competence and expert leadership are appreciated in society.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		1	13	3	22	10	49
		2.04%	26.53%	6.12%	44.90%	20.41%	100.00%
12	Company rules should not be violated - even when the employee believes it is for the good of the company.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		0	6	16	15	12	49
		0.00%	12.24%	32.65%	30.61%	24.49%	100.00%
13	Uncertainty is normal in our lives and we must accept each new day as it comes.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		3	11	7	21	7	49
		6.12%	22.45%	14.29%	42.86%	14.29%	100.00%
14	"Although all cultures must be respected, it is nonetheless true that some cultures are more highly evolved than others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		7	3	8	22	9	49
		14.29%	6.12%	16.33%	44.90%	18.37%	100.00%
15	How often do you feel irritated or tense at work?	Almost never	Fairly often	Never	Sometimes	Very often	TOTAL
		5	8	2	28	6	49
		10.20%	16.33%	4.08%	57.14%	12.24%	100.00%

Table: Data Collection for other countries (49 valid responses in Total) from Q16-17

		From two to five years	More than five years (but I probably will leave before I retire)	Two years at most	Until I retire		TOTAL
16	How long do you think you will continue working for this company?						
		12	10	15	12		49
		24.49%	20.41%	30.61%	24.49%		100.00%
		Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very dissatisfied	Very satisfied	TOTAL
17	Considering everything, how would you rate your overall satisfaction in this company at the present time:						
		3	8	24	2	12	49
		6.12%	16.33%	48.98%	4.08%	24.49%	**100.00%**

Table: Calculation of mean score for Other countries (49 valid in total) Q9-Q17							
	1	2	3	4	5	**Total**	**m9**
9	1	10	19	16	3	49	**3.20**
	1	20	57	64	15	157	
	1	2	3	4	5	**Total**	**m10**
10	4	11	13	17	4	49	**3.12**
	4	22	39	68	20	153	
	1	2	3	4	5	**Total**	**m11**
11	1	13	3	22	10	49	**3.55**
	1	26	9	88	50	174	
	1	2	3	4	5	**Total**	**m12**
12	0	6	16	15	12	49	**3.67**
	0	12	48	60	60	180	
	1	2	3	4	5	**Total**	**m13**
13	3	11	7	21	7	49	**3.37**
	3	22	21	84	35	165	
	1	2	3	4	5	**Total**	**m14**
14	7	3	8	22	9	**49**	**3.47**
	7	6	24	88	45	**170**	
	1	2	3	4	5	**Total**	**m15**
15	5	8	2	28	6	49	**3.45**
	5	16	6	112	30	169	
	1	2	3	4	5	**Total**	**m16**
16	12	10	15	12	0	49	**2.55**
	12	20	45	48	0	125	
	1	2	3	4	5	**Total**	**m17**
17	3	8	24	2	12	49	**3.24**
	3	16	72	8	60	159	

Table: Data Collection for other countries (49 valid responses in Total) from Q18-Q27						
18	In this society, leaders encourage group loyalty even if individual goals suffer.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	
		1	5	16	21	6	**49**
		2.04%	10.20%	32.65%	42.86%	12.24%	**100.00%**
19	The economic system in this society is designed to maximize Individual interests.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
		2	11	11	17	8	**49**
		4.08%	22.45%	22.45%	34.69%	16.33%	**100.00%**
20	The economic system in this society is designed to maximize collective interests.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
		6	11	10	16	6	**49**
		12.24%	22.45%	20.41%	32.65%	12.24%	**100.00%**
21	People are promoted and recognized based on their loyalty and age.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
		5	14	14	15	1	**49**
		10.20%	28.57%	28.57%	30.61%	2.04%	**100.00%**
22	People are promoted based on competence, no matter their age.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
		5	14	14	15	1	**49**
		10.20%	28.57%	28.57%	30.61%	2.04%	**100.00%**
23	It is immoral for a boss not to offer a job to a relative.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
		10	9	19	9	2	**49**
		20.41%	18.37%	38.78%	18.37%	4.08%	**100.00%**
24	I am very satisfied at present with the people I work with cooperate with one another.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
		1	5	7	25	11	**49**
		2.04%	10.20%	14.29%	51.02%	22.45%	**100.00%**
25	All in all, what is your personal feeling about working for a company which is primarily foreign owned?	All in all, I prefer it this way	I would prefer that it was not this way	It makes no difference to me one way or the other			**TOTAL**
		6	2	41			**49**
		12.24%	4.08%	83.67%			**100.00%**
26	How do you feel or think you would feel about working for a manager who is from different country than you?	In general, I would prefer to work for a manager of a different nationality	Nationality would make no difference to me				**TOTAL**
		7	42				**49**
		14.29%	85.71%				**100.00%**

	Table: Calculation of mean score for Other countries (49 valid in total)						
	1	2	3	4	5	Total	m18
18	1	5	16	21	6	49	
	1	10	48	84	30	173	3.53
	1	2	3	4	5	Total	m19
19	2	11	11	17	8	49	
	2	22	33	68	40	165	3.37
	1	2	3	4	5	Total	m20
20	6	11	10	16	6	49	
	6	22	30	64	30	152	3.10
	1	2	3	4	5	Total	m21
21	5	14	14	15	1	49	
	5	28	42	60	5	140	2.86
	1	2	3	4	5	Total	m22
22	5	14	14	15	1	49	
	5	28	42	60	5	140	2.86
	1	2	3	4	5	Total	m23
23	10	9	19	9	2	49	
	10	18	57	36	10	131	2.67
	1	2	3	4	5	Total	m24
24	1	5	7	25	11	49	
	1	10	21	100	55	187	3.82
	1	2	3	4	5	Total	m25
25	6	2	41	0	0	49	
	6	4	123	0	0	133	2.71
	1	2	3	4	5	Total	m26
26	7	42		0	0	49	
	7	84	0	0	0	91	1.86

	Table: Data Collection for other countries (49 valid responses in Total) from Q27-Q34						
27	Training: to have further training opportunities (to improve your skills or gain new ones).	1 = Strongly Disagree	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	**TOTAL**
		0	2	5	17	25	49
		0.00%	4.08%	10.20%	34.69%	51.02%	**100.00%**
28	Workplace Environment Conditions: to have good working conditions (ventilation and lighting, enough space, etc.)	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	**TOTAL**
		0	0	4	24	21	49
		0.00%	0.00%	8.16%	48.98%	42.86%	**100.00%**
29	Personal time: have a job that gives you enough free time for your personal life and your family.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	**TOTAL**
		0	1	6	25	17	49
		0.00%	2.04%	12.24%	51.02%	34.69%	**100.00%**
30	Freedom: have enough freedom to adopt your own approach to your work.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	**TOTAL**
		0	1	9	26	13	49
		0.00%	2.04%	18.37%	53.06%	26.53%	**100.00%**
31	Challenge: to have a job that for you is a challenge - which will give you the feeling of achievement.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	**TOTAL**
		1	1	8	16	23	49
		2.04%	2.04%	16.33%	32.65%	46.94%	**100.00%**
32	My job leaves me sufficient time for my personal or family life.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	**TOTAL**
		1	4	10	23	11	49
		2.04%	8.16%	20.41%	46.94%	22.45%	**100.00%**
33	Recognition: the recognition one deserves when doing a particular job.	1 = Not Important	2 = Slightly Important	3 = Moderately Important	4 = Important	5 = Very Important	**TOTAL**
		0	3	5	22	19	49
		0.00%	6.12%	10.20%	44.90%	38.78%	**100.00%**
34	How satisfied are you at present with your working relationship with your immediate manager?	1	2	3	4	5	**TOTAL**
		18	10	5	9	7	49
		36.73%	20.41%	10.20%	18.37%	14.29%	**100.00%**

	Table: Calculation of mean score for Other countries (49 valid in total)						
	1	2	3	4	5	Total	m27
27	0	2	5	17	25	**49**	
	0	4	15	68	125	**212**	**4.33**
	1	2	3	4	5	Total	m28
28	0	0	4	24	21	**49**	
	0	0	12	96	105	**213**	**4.35**
	1	2	3	4	5	Total	m29
29	0	1	6	25	17	**49**	
	0	2	18	100	85	**205**	**4.18**
	1	2	3	4	5	Total	m30
30	0	1	9	26	13	**49**	
	0	2	27	104	65	**198**	**4.04**
	1	2	3	4	5	Total	m31
31	1	1	8	16	23	**49**	
	1	2	24	64	115	**206**	**4.20**
	1	2	3	4	5	Total	m32
32	1	4	10	23	11	**49**	
	1	8	30	92	55	**186**	**3.80**
	1	2	3	4	5	Total	m33
33	0	3	5	22	19	**49**	
	0	6	15	88	95	**204**	**4.16**
	1	2	3	4	5	Total	m34
34	18	10	5	9	7	**49**	
	18	20	15	36	35	**124**	**2.53**

Table: Data Collection for other countries (49 valid responses in Total) from Q35-Q42

35	I have sympathy for those who do not win, and I envy others for their success.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		10	14	10	10	5	49
		20.41%	28.57%	20.41%	20.41%	10.20%	**100.00%**

36	I admire winners and I think those who lose must be punished.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		19	18	8	3	1	49
		38.78%	36.73%	16.33%	6.12%	2.04%	**100.00%**

37	At work, I am motivated by a relaxed, friendly atmosphere.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		1	6	11	16	15	49
		2.04%	12.24%	22.45%	32.65%	30.61%	**100.00%**

38	At work, I need to have clear objectives and an evaluation system for what I accomplish.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		0	4	5	27	13	49
		0.00%	8.16%	10.20%	55.10%	26.53%	**100.00%**

39	Decisions at work must be based on consensus.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		0	6	21	17	5	49
		0.00%	12.24%	42.86%	34.69%	10.20%	**100.00%**

40	Men need to be dynamic, ambitious and tough.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		5	11	19	9	5	49
		10.20%	22.45%	38.78%	18.37%	10.20%	**100.00%**

41	Both men and women have the same rights to be tender and to care for their relationships with others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		0	2	4	13	30	49
		0.00%	4.08%	8.16%	26.53%	61.22%	**100.00%**

42	In this society, who is more likely to serve in a position of high office?	Men	Women				TOTAL
		38	9				**47**
		80.85%	19.15%				**100.00%**

Table: Calculation of mean score for Other countries (49 valid in total) Q35-Q42

	1	2	3	4	5	Total	m35
35	10	14	10	10	5	**49**	**2.71**
	10	28	30	40	25	**133**	

	1	2	3	4	5	Total	m36
36	19	18	8	3	1	**49**	**1.96**
	19	36	24	12	5	**96**	

	1	2	3	4	5	Total	m37
37	1	6	11	16	15	**49**	**3.78**
	1	12	33	64	75	**185**	

	1	2	3	4	5	Total	m38
38	0	4	5	27	13	**49**	**3.53**
	0	8	15	108	65	**173**	

	1	2	3	4	5	Total	m39
39	0	6	21	17	5	**49**	**3.43**
	0	12	63	68	25	**168**	

	1	2	3	4	5	Total	m40
40	5	11	19	9	5	**49**	**2.96**
	5	22	57	36	25	**145**	

	1	2	3	4	5	Total	m41
41	0	2	4	13	30	**49**	**4.45**
	0	4	12	52	150	**218**	

	1	2	3	4	5	Total	m42
42	38	9				**47**	**1.19**
	38	18	0	0	0	**56**	

Table: Data Collection for other countries (49 valid responses in Total) from Q43-Q46						
43	An adult should be assertive and energetic so as to acquire a maximum of material comfort, social status and prestige.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		0	11	13	21	4	49
		0.00%	22.45%	26.53%	42.86%	8.16%	100.00%
44	The most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		0	1	10	28	10	49
		0.00%	2.04%	20.41%	57.14%	20.41%	100.00%
45	In my workplace, people are generally non-assertive.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		1	15	20	9	4	49
		2.04%	30.61%	40.82%	18.37%	8.16%	100.00%
46	In my workplace, people are generally tough.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	TOTAL
		6	9	19	14	1	49
		12.24%	18.37%	38.78%	28.57%	2.04%	100.00%

Table: Calculation of mean score for Other countries (49 valid in total) Q43-Q46							
	1	2	3	4	5	Total	m43
43	0	11	13	21	4	49	
	0	22	39	84	20	165	3.37
	1	2	3	4	5	Total	m44
44	0	1	10	28	10	49	
	0	2	30	112	50	194	3.96
	1	2	3	4	5	Total	m45
45	1	15	20	9	4	49	
	1	30	60	36	20	147	3.00
	1	2	3	4	5	Total	m46
46	6	9	19	14	1	49	
	6	18	57	56	5	142	2.90

Table: Data Collection for other countries (49 valid responses in Total) from Q47-Q54						
47 In this society, people are rewarded for excellent performance.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
	6	12	16	9	6	49
	12.24%	24.49%	32.65%	18.37%	12.24%	**100.00%**
48 In this society the accepted norm is to accept the status quo.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
	2	6	11	22	8	49
	4.08%	12.24%	22.45%	44.90%	16.33%	**100.00%**
49 In this society the accepted norm is to plan for the future.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
	1	8	17	18	5	49
	2.04%	16.33%	34.69%	36.73%	10.20%	**100.00%**
50 In this society, people place more emphasis on solving current problems.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
	0	6	16	22	5	49
	0.00%	12.24%	32.65%	44.90%	10.20%	**100.00%**
51 In this society, people place more emphasis on planning for the future.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
	3	13	12	16	5	49
	6.12%	26.53%	24.49%	32.65%	10.20%	**100.00%**
52 In this society, people are generally very concerned about others.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
	5	14	20	4	6	49
	10.20%	28.57%	40.82%	8.16%	12.24%	**100.00%**
53 In this society, people are generally very sensitive toward other.	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree	**TOTAL**
	5	11	22	8	3	49
	10.20%	22.45%	44.90%	16.33%	6.12%	**100.00%**
54 How often, in your experience, can the following problem arise: are employees afraid to express the fact that they disagree with their managers?	1	2	3	4	5	**TOTAL**
	10	15	8	11	5	49
	20.41%	30.61%	16.33%	22.45%	10.20%	**100.00%**

Table: Calculation of mean score for Other countries (49 valid in total) Q47-Q54

	1	2	3	4	5	Total	m47
47	6	12	16	9	6	**49**	**2.94**
	6	24	48	36	30	**144**	

	1	2	3	4	5	Total	m48
48	2	6	11	22	8	**49**	**3.57**
	2	12	33	88	40	**175**	

	1	2	3	4	5	Total	m49
49	1	8	17	18	5	**49**	**3.37**
	1	16	51	72	25	**165**	

	1	2	3	4	5	Total	m50
50	0	6	16	22	5	**49**	**3.53**
	0	12	48	88	25	**173**	

	1	2	3	4	5	Total	m51
51	3	13	12	16	5	**49**	**3.14**
	3	26	36	64	25	**154**	

	1	2	3	4	5	Total	m52
52	5	14	20	4	6	**49**	**2.84**
	5	28	60	16	30	**139**	

	1	2	3	4	5	Total	m53
53	5	11	22	8	3	**49**	**2.86**
	5	22	66	32	15	**140**	

	1	2	3	4	5	Total	m54
54	10	15	8	11	5	**49**	**2.71**
	10	30	24	44	25	**133**	

Respondents Profile

Table: Data Collection for other countries (49 valid responses in Total)							
59	What gender are you?	Man	Woman				**TOTAL**
		32	17				**49**
		65.31%	34.69%				**100.00%**

		18-24 years old	25-34 years old	35-44 years old	45-54 years old	55-64 years old	**TOTAL**
60	Your age	8	14	11	12	4	49
		16.33%	28.57%	22.45%	24.49%	8.16%	**100.00%**

Table: Calculation of mean score for Other countries (49 valid in total)							
57	1	2				**Total**	**m57**
	32	17				**49**	**1.35**
	32	34				**66**	

58	1	2	3	4	5	**Total**	**m58**
	8	14	11	12	4	**49**	**2.80**
	8	28	33	48	20	**137**	

Table: Data Collection for other countries (49 valid responses in Total)								
61				What is your Nationality?				

Greek	British	American (USA)	INDIAN	Portuguese	Romanian	Austria	**Belgian**	Bulgarian
18	5	2	2	2	2	1	**1**	1
36.73%	10.20%	4.08%	4.08%	4.08%	4.08%	2.04%	**2.04%**	2.04%

Egyptian	Filipino	German	Iranian	**Italian**	**Malaysian**	Nigerian	pakistani	Polish
1	1	1	1	**1**	**1**	1	1	1
2.04%	2.04%	2.04%	2.04%	**2.04%**	**2.04%**	2.04%	2.04%	2.04%

Table: Data Collection for other countries (49 valid responses in Total)							
62	Education: What is the highest degree or level of school you have completed?	High School (9th grade)	Lyceum (12th grade)	College degree	Bachelor's degree	Master's degree	Doctorate degree	**TOTAL**
		1	7	5	17	18	1	49
		2.04%	14.29%	10.20%	34.69%	36.73%	2.04%	100.00%

Table: Calculation of mean score for Other countries (49 valid in total)									
	1	2	3	4	**5**	**6**	7	**Total**	**m62**
62	1	7	5	**17**	**18**	1		49	4.96
	0	2	21	20	**85**	**108**	7	243	

Table: Data Collection for other countries (49 valid responses in Total)								
63	Employment / Professional situation	1=Government employee	2=Private employee	3=Businessman / woman	4=Self employed	5=College student	6=Unemployed	7=Other (Please specify: ……….)	**TOTAL**
		6	28	3	3	5	2	2	**49**
		12.24%	57.14%	6.12%	6.12%	10.20%	4.08%	4.08%	**100.00%**

Table: Calculation of mean score for Other countries (49 valid in total)									
	1	2	3	4	**5**	**6**	7	**Total**	**m63**
63	6	28	3	3	**5**	**2**	2	49	2.73
	6	56	9	12	**25**	**12**	14	134	

Table: Data Collection for other countries (49 valid responses in Total)						
64	Monthly income	≤ € 1000	€ 1001 - € 2000	€ 2001 - € 3000	€ 3001 - € 4000	> € 4000	**TOTAL**
		12	11	9	5	10	47
		25.53%	23.40%	19.15%	10.64%	21.28%	**100.00%**

Table: Calculation of mean score for Other countries (49 valid in total)							
	1	2	3	4	**5**	**Total**	**m64**
64	12	11	9	5	**10**	**47**	2.79
	12	22	27	20	**50**	**131**	

Table: Data Collection for other countries (49 valid responses in Total)							
66 Marital Status	1=Single	2=Living with Partner	3=Married	4=Divorced	5=Separated	6=Widowed	**TOTAL**
	20	4	18	5	1	1	49
	40.82%	8.16%	36.73%	10.20%	2.04%	2.04%	100.00%

Table: Calculation of mean score for Other countries (49 valid in total)								
66	1	2	3	4	**5**	**6**	Total	**m66**
	20	4	18	5	**1**	**1**	49	2.31
	20	8	54	20	**5**	**6**	113	

Table: Data Collection for other countries (49 valid responses in Total)						
67 How long have you been employed in this company?	1=Less than one year	2=One year or longer, but less than three years	3=Three years or longer, but less than seven years	4=Seven years of longer, but less than fifteen years	5=Fifteen years or longer	**TOTAL**
	15	18	0	12	4	**49**
	30.61%	36.73%	0.00%	24.49%	8.16%	**100.00%**

Table: Calculation of mean score for Other countries (49 valid in total)							
67	1	2	3	4	**5**	**Total**	**m67**
	15	18	0	12	**4**	**49**	2.43
	15	36	0	48	**20**	**119**	