

# Appendix 7: Descriptive Statistics of GLOBE Cultural Values

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## Secondary Data Used in Analysis

### 1. GLOBE 'Values'

Table 1 GLOBE Cultural Values for Anglo Cluster

| Country      | PD   | UA   | HO   | Co.I | Co.II | AS   | GE   | FO   | PO   | Cluster |
|--------------|------|------|------|------|-------|------|------|------|------|---------|
| Australia    | 2.78 | 3.98 | 5.58 | 4.40 | 5.75  | 3.81 | 5.02 | 5.15 | 5.89 | Anglo   |
| Canada       | 2.70 | 3.75 | 5.64 | 4.17 | 5.97  | 4.15 | 5.11 | 5.35 | 6.15 | Anglo   |
| England      | 2.80 | 4.11 | 5.43 | 4.31 | 5.55  | 3.70 | 5.17 | 5.06 | 5.90 | Anglo   |
| Ireland      | 2.71 | 4.02 | 5.47 | 4.27 | 5.74  | 3.99 | 5.14 | 5.22 | 5.98 | Anglo   |
| New.Zealand  | 3.53 | 4.10 | 4.49 | 4.20 | 6.21  | 3.54 | 4.23 | 5.54 | 5.90 | Anglo   |
| South.Africa | 2.64 | 4.67 | 5.65 | 4.38 | 5.91  | 3.69 | 4.60 | 5.66 | 6.23 | Anglo   |
| USA          | 2.85 | 4.00 | 5.53 | 4.17 | 5.77  | 4.32 | 5.06 | 5.31 | 6.14 | Anglo   |
| Cluster Mean | 2.86 | 4.09 | 5.40 | 4.27 | 5.84  | 3.89 | 4.90 | 5.33 | 6.03 |         |

Table 2 GLOBE Cultural Values for Middle East Cluster

| Country      | PD   | UA   | HO   | Co.I | Co.II | AS   | GE   | FO   | PO   | Cluster     |
|--------------|------|------|------|------|-------|------|------|------|------|-------------|
| Egypt        | 3.24 | 5.36 | 5.17 | 4.85 | 5.56  | 3.28 | 3.18 | 5.80 | 5.90 | Middle.East |
| Kuwait       | 3.17 | 4.77 | 5.06 | 5.15 | 5.43  | 3.76 | 3.45 | 5.74 | 6.03 | Middle.East |
| Morocco      | 3.11 | 5.32 | 5.51 | 5.00 | 5.68  | 3.44 | 3.74 | 5.85 | 5.76 | Middle.East |
| Qatar        | 3.23 | 4.82 | 5.30 | 5.13 | 5.60  | 3.80 | 3.38 | 5.92 | 5.96 | Middle.East |
| Turkey       | 2.41 | 4.67 | 5.52 | 5.26 | 5.77  | 2.66 | 4.50 | 5.83 | 5.39 | Middle.East |
| Cluster Mean | 3.03 | 4.99 | 5.31 | 5.08 | 5.61  | 3.39 | 3.65 | 5.83 | 5.81 |             |

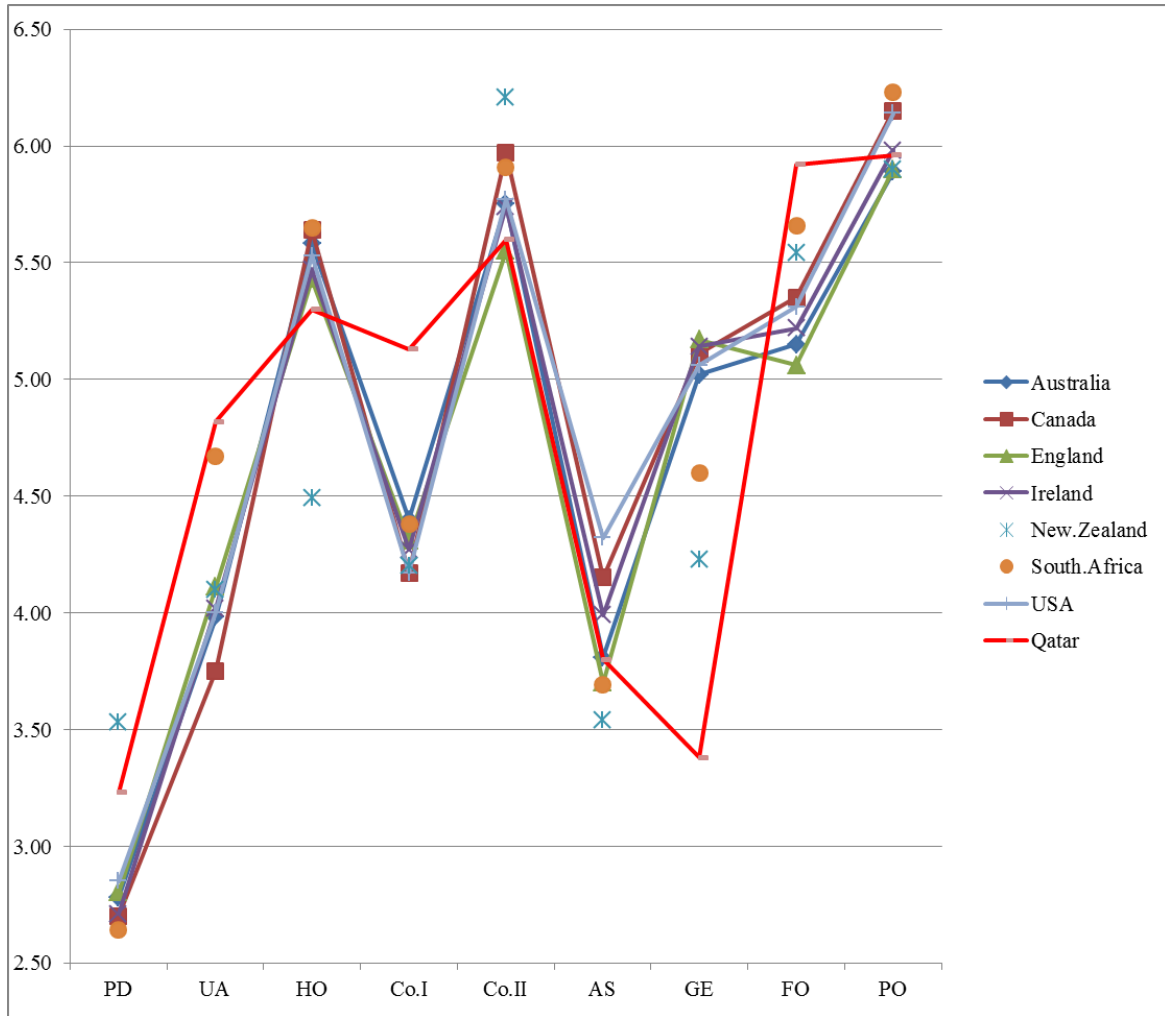


Figure 1 Comparative Means of GLOBE Cultural Values for Study Group of Countries

Table 3 Descriptive Statistics of GLOBE Cultural Values for Anglo Cluster

|                               | PD     | UA     | HO      | Co.I    | Co.II  | AS      | GE      | FO      | PO      |
|-------------------------------|--------|--------|---------|---------|--------|---------|---------|---------|---------|
| count                         | 7      | 7      | 7       | 7       | 7      | 7       | 7       | 7       | 7       |
| mean                          | 2.8586 | 4.0900 | 5.3986  | 4.2714  | 5.8429 | 3.8857  | 4.9043  | 5.3271  | 6.0271  |
| sample standard deviation     | 0.3043 | 0.2821 | 0.4089  | 0.0962  | 0.2105 | 0.2791  | 0.3543  | 0.2126  | 0.1428  |
| sample variance               | 0.0926 | 0.0796 | 0.1672  | 0.0092  | 0.0443 | 0.0779  | 0.1256  | 0.0452  | 0.0204  |
| minimum                       | 2.64   | 3.75   | 4.49    | 4.17    | 5.55   | 3.54    | 4.23    | 5.06    | 5.89    |
| maximum                       | 3.53   | 4.67   | 5.65    | 4.4     | 6.21   | 4.32    | 5.17    | 5.66    | 6.23    |
| range                         | 0.89   | 0.92   | 1.16    | 0.23    | 0.66   | 0.78    | 0.94    | 0.6     | 0.34    |
| skewness                      | 2.3549 | 1.5939 | -2.4277 | 0.2653  | 0.6122 | 0.4921  | -1.5149 | 0.5022  | 0.3883  |
| kurtosis                      | 5.8532 | 3.9364 | 6.1205  | -1.8414 | 0.7903 | -0.9744 | 1.2872  | -0.7068 | -2.0723 |
| coefficient of variation (CV) | 10.64% | 6.90%  | 7.57%   | 2.25%   | 3.60%  | 7.18%   | 7.23%   | 3.99%   | 2.37%   |
| 1st quartile                  | 2.7050 | 3.9900 | 5.4500  | 4.1850  | 5.7450 | 3.6950  | 4.8100  | 5.1850  | 5.9000  |
| median                        | 2.7800 | 4.0200 | 5.5300  | 4.2700  | 5.7700 | 3.8100  | 5.0600  | 5.3100  | 5.9800  |
| 3rd quartile                  | 2.8250 | 4.1050 | 5.6100  | 4.3450  | 5.9400 | 4.0700  | 5.1250  | 5.4450  | 6.1450  |
| interquartile range           | 0.1200 | 0.1150 | 0.1600  | 0.1600  | 0.1950 | 0.3750  | 0.3150  | 0.2600  | 0.2450  |
| mode                          | #N/A   | #N/A   | #N/A    | 4.1700  | #N/A   | #N/A    | #N/A    | #N/A    | 5.9000  |

Table 4 Descriptive Statistics of GLOBE Cultural Values for Middle East Cluster

|                               | PD      | UA      | HO      | Co.I    | Co.II   | AS      | GE     | FO     | PO      |
|-------------------------------|---------|---------|---------|---------|---------|---------|--------|--------|---------|
| count                         | 5       | 5       | 5       | 5       | 5       | 5       | 5      | 5      | 5       |
| mean                          | 3.0320  | 4.9880  | 5.3120  | 5.0780  | 5.6080  | 3.3880  | 3.6500 | 5.8280 | 5.8080  |
| sample standard deviation     | 0.3516  | 0.3261  | 0.2039  | 0.1574  | 0.1279  | 0.4616  | 0.5158 | 0.0661 | 0.2539  |
| sample variance               | 0.1236  | 0.1064  | 0.0416  | 0.0248  | 0.0164  | 0.2131  | 0.2661 | 0.0044 | 0.0645  |
| minimum                       | 2.41    | 4.67    | 5.06    | 4.85    | 5.43    | 2.66    | 3.18   | 5.74   | 5.39    |
| maximum                       | 3.24    | 5.36    | 5.52    | 5.26    | 5.77    | 3.8     | 4.5    | 5.92   | 6.03    |
| range                         | 0.83    | 0.69    | 0.46    | 0.41    | 0.34    | 1.14    | 1.32   | 0.18   | 0.64    |
| skewness                      | -2.1165 | 0.4902  | -0.1036 | -0.6182 | -0.2240 | -1.1245 | 1.4672 | 0.1239 | -1.4741 |
| kurtosis                      | 4.5547  | -3.0749 | -2.3231 | -0.1141 | 0.0455  | 1.0541  | 2.1996 | 0.6701 | 2.0954  |
| coefficient of variation (CV) | 11.60%  | 6.54%   | 3.84%   | 3.10%   | 2.28%   | 13.63%  | 14.13% | 1.13%  | 4.37%   |
| 1st quartile                  | 3.1100  | 4.7700  | 5.1700  | 5.0000  | 5.5600  | 3.2800  | 3.3800 | 5.8000 | 5.7600  |
| median                        | 3.1700  | 4.8200  | 5.3000  | 5.1300  | 5.6000  | 3.4400  | 3.4500 | 5.8300 | 5.9000  |
| 3rd quartile                  | 3.2300  | 5.3200  | 5.5100  | 5.1500  | 5.6800  | 3.7600  | 3.7400 | 5.8500 | 5.9600  |
| interquartile range           | 0.1200  | 0.5500  | 0.3400  | 0.1500  | 0.1200  | 0.4800  | 0.3600 | 0.0500 | 0.2000  |
| mode                          | #N/A    | #N/A    | #N/A    | #N/A    | #N/A    | #N/A    | #N/A   | #N/A   | #N/A    |