

significant at: 10% + 5% * 1% **

Variable	Japan	Korea	U.S.	F-Test	Significant?
birthyear	1958.12	1962.71	1953.82	0.04%	**
degree	18.06	17.89	16.75	0.12%	**
teammajtime	0.93	1.00	0.60	0.01%	**
companyyears	11.58	6.85	10.19	7.08%	+
semyears	11.58	7.56	14.22	0.11%	**
seminumber	0.00	0.17	1.16	0.00%	**
vendorsnumber	0.00	0.11	0.28	14.91%	
society	0.69	0.21	0.69	0.05%	**
perojt	20.14	12.11	16.47	30.80%	
perclass	5.71	8.16	9.61	15.00%	
csuojt	0.43	0.58	0.41	43.82%	
csoclass	0.63	0.68	0.80	23.25%	
csoused	0.43	0.32	0.59	8.91%	+
scienceojt	0.34	0.11	0.27	16.89%	
scienceclass	0.46	0.05	0.43	0.58%	**
scienceused	0.37	0.05	0.47	0.50%	**
doejt	0.51	0.21	0.35	7.39%	+
doeclass	0.37	0.16	0.61	0.14%	**
doeused	0.37	0.11	0.57	0.14%	**
psmojt	0.54	0.21	0.53	3.68%	*
psmclass	0.49	0.26	0.61	3.37%	*
psmused	0.51	0.16	0.76	0.00%	**
commojt	0.49	0.53	0.37	39.03%	
commclass	0.49	0.42	0.67	9.03%	+
commused	0.43	0.16	0.76	0.00%	**
lssojt	0.37	0.16	0.35	24.20%	
lssclass	0.49	0.53	0.71	8.27%	+
lssused	0.46	0.37	0.73	0.49%	**
writingojt	0.68	0.32	0.20	0.00%	**
writingclass	0.53	0.21	0.43	7.84%	+
writingused	0.71	0.16	0.43	0.03%	**
otojt	0.00	0.05	0.02	42.26%	
otclass	0.03	0.00	0.06	48.21%	
otused	0.03	0.00	0.04	67.75%	
infcontraining	0.36	0.63	0.65	2.83%	*
peradmin	15.14	13.61	20.12	21.87%	
percd	52.72	60.83	38.86	0.48%	**
percdbr	4.14	6.76	4.66	50.14%	
percdar	19.72	16.76	6.59	0.48%	**
percdad	17.80	18.82	14.82	68.94%	
percdpq	7.09	16.76	6.55	3.47%	*
percdeq	3.52	0.88	4.69	12.85%	

percdot	0.00	3.24	3.74	27.04%	
pernonimmediate	14.86	7.78	10.07	3.23%	*
permanufacturing	11.00	7.11	9.77	46.81%	
pervendors	2.71	3.17	4.50	38.66%	
permat-suppliers	2.45	4.28	5.84	20.62%	
percustomers	0.95	1.56	7.80	1.39%	*
perresnot	0.63	1.67	4.44	26.69%	
teamlength	3.61	2.58	2.49	39.44%	
teamprodworkers	0.11	2.00	3.19	15.84%	
teammanufengs	0.33	0.59	0.67	62.43%	
teamdesignengs	1.39	2.35	1.93	58.30%	
teamprengs	4.31	4.12	3.56	80.09%	
teameqengs	0.56	0.24	0.84	45.82%	
teammarketing	0.04	0.00	0.37	12.71%	
teamot	1.20	1.24	4.01	26.24%	
teamprocs	0.86	0.95	0.72	7.65%	+
companydocs	0.74	0.79	0.63	34.66%	
indwork	30.57	20.56	35.68	6.90%	+
seqwork	11.57	23.06	14.25	2.87%	*
reciwork	29.14	25.00	14.85	0.10%	**
teamwork	28.71	31.39	35.21	50.57%	
apcowteam	3.81	5.59	3.92	35.14%	
apcowotteam	6.38	4.12	6.79	10.07%	
apteam	3.72	3.12	4.82	29.07%	
apsup	6.25	7.00	8.08	23.59%	
apdocteam	7.97	8.59	10.23	3.85%	*
apdocco	9.97	8.88	11.13	1.69%	*
apmanu	6.81	8.53	8.67	15.90%	
apoutside	10.47	8.88	8.26	4.33%	*
apjournal	9.00	6.71	10.38	0.38%	**
apot	11.15	12.00	10.60	25.23%	
fabemail	4.21	3.76	5.17	0.19%	**
fabtel	4.91	4.63	4.98	70.75%	
fabftf	5.97	5.47	6.00	21.95%	
fabgroup	5.60	5.21	5.39	57.55%	
fabelmemo	3.52	4.17	4.80	0.29%	**
fabhcmemo	4.82	4.29	4.50	45.20%	
fabnewsl	3.73	4.00	2.93	3.50%	*
coemail	4.59	3.81	5.23	0.88%	**
cotel	5.21	5.06	5.06	89.89%	
coftf	5.37	5.12	5.14	76.84%	
cogroup	4.94	4.88	4.77	89.08%	
coelmemo	3.71	4.07	4.63	5.70%	+
cohcmemo	4.53	3.93	3.94	27.48%	
conewsl	3.42	4.00	2.64	1.76%	*
sememail	3.04	3.47	3.97	18.39%	
semtel	3.00	4.00	4.64	0.29%	**
semftf	3.64	3.88	4.77	4.27%	*
semvisit	3.44	2.53	4.03	5.48%	+

sempubnewsl	4.50	5.67	3.48	0.79%	**
sempoppress	4.79	5.22	3.63	0.02%	**
semjournal	4.56	5.26	4.80	29.40%	
semconf	5.15	4.56	4.63	36.05%	
sempatent	4.26	4.53	2.54	0.00%	**
semreveng	2.93	4.06	2.54	2.82%	*
semconsortium	2.48	3.60	4.37	0.09%	**
venemail	2.35	4.00	4.05	0.05%	**
ventel	3.62	5.12	4.91	0.37%	**
venftf	4.65	5.65	5.77	2.50%	*
venfacil	3.52	4.69	4.55	8.73%	+
venpubnewsl	4.18	4.71	3.27	0.11%	**
venpoppress	4.43	4.65	3.18	0.03%	**
venjournal	4.28	4.36	3.91	52.84%	
venconf	4.39	3.86	4.12	69.73%	
ventradeshow	4.66	3.88	4.30	39.39%	
venpatent	3.57	4.20	2.39	0.15%	**
issuesco	5.43	6.18	4.87	2.30%	*
issuesdomu	2.74	3.94	3.30	9.03%	+
tracking	0.52	0.78	0.58	19.39%	
techcolleague	5.94	5.95	6.06	84.75%	
techotco	4.13	3.82	4.24	72.60%	
techven	3.96	4.65	4.36	43.17%	
techmatsup	3.54	4.24	4.27	25.37%	
techcust	3.19	3.07	4.24	3.35%	*
techbench	2.96	4.81	3.88	0.65%	**
techconfpres	5.12	5.39	4.50	2.13%	*
techjournal	5.59	5.56	4.90	3.52%	*
techpatent	4.61	4.53	2.63	0.00%	**
adviceno	5.49	4.72	6.06	66.51%	
advicegave	0.53	0.48	0.49	85.53%	
rewkb	0.18	0.38	0.28	35.87%	
rewind	0.34	0.50	0.53	27.88%	
rewps	0.00	0.23	0.80	0.00%	**
prosen	7.43	4.00	11.61	0.00%	**
paysen	7.33	4.94	12.22	0.02%	**
procoop	10.43	7.53	8.76	31.84%	
paycoop	11.73	9.53	11.22	55.60%	
proskills	10.40	6.71	6.22	0.84%	**
payskills	11.50	9.82	8.50	17.76%	
prosugim	9.90	10.24	5.50	0.09%	**
paysugim	10.63	10.47	8.07	21.17%	
protargets	9.57	9.18	6.67	13.05%	
paytargets	9.83	9.12	8.15	60.99%	
probudget	14.90	14.06	11.61	2.02%	*
paybudget	14.57	13.88	13.00	47.23%	
propatents	12.07	13.94	13.37	45.20%	
paypatents	11.13	13.00	13.26	31.81%	
procopy	14.63	15.18	15.59	57.14%	

paycopy	14.50	14.88	15.57	59.64%	
procandi	4.47	4.06	3.26	47.34%	
paycandi	6.43	9.00	6.30	35.55%	
proteam	10.57	4.65	7.09	0.36%	**
payteam	12.77	10.24	9.09	6.51%	+
proshare	13.77	9.29	9.09	0.15%	**
payshare	14.33	11.53	11.54	10.91%	
procomm	12.30	12.47	7.52	0.06%	**
paycomm	14.17	14.53	10.54	1.16%	*
procontacts	14.71	14.35	13.33	44.06%	
paycontacts	16.21	14.53	14.12	17.51%	
propresent	10.14	15.06	14.02	0.14%	**
paypresent	11.55	14.53	14.11	10.06%	
propub	12.55	15.82	14.57	5.60%	+
paypub	12.86	15.12	14.20	33.35%	
proot	17.93	18.00	16.43	11.33%	
payot	17.45	18.00	16.43	26.99%	
pervenplussup	5.52	7.44	10.05	20.16%	
pernonplusmanu	25.83	14.89	18.32	2.32%	*
indplusseq	42.14	43.61	49.94	36.45%	
reclusteam	57.86	56.39	50.06	36.45%	
perprodworkers	0.02	0.08	0.12	13.36%	
permarketing	0.00	0.00	0.02	6.67%	+
perot	0.14	0.14	0.29	17.96%	
compdivsemi	1.00	0.89	0.69	0.00%	**
semidivsemplusv	11.58	7.18	8.96	4.79%	*
perengineers	0.84	0.78	0.56	1.34%	*
advicemult	4.10	2.93	3.50	66.80%	