

**Supplementary Table S1. Subjects' responses and demographic (N (%), Mean (SD))  
according to country**

		Japan	Korea	China	USA	Germany	Finland	F-value	
Responses (N)	Total = 4,902	649	685	642	688	768	660		
Valid responses (N)	Total = 3,611	528	629	612	575	695	572		
Response rate (%)		81.4	91.8	95.3	83.6	90.5	86.7		
N (See Note .)	Total = 2,747	343	401	569	472	546	416		
Age		39.0(10.6)	39.8(9.8)	39.5(10.5)	39.0(10.9)	39.0(10.9)	39.8(10.6)	0.657	ns
Age range		22-59	20-59	20-59	20-59	20-59	20-59		
Sex	Male	220(64.1)	231(57.6)	291(51.1)	217(46.0)	286(52.4)	208(50.0)		
	Female	123(35.9)	170(42.4)	278(48.9)	255(54.0)	260(47.6)	208(50.0)		
Marital status	Single	134(39.1)	141(35.2)	70(12.3)	166(35.2)	254(46.5)	126(30.3)		
	Married(including unregistered married)	209(60.9)	260(64.8)	499(87.7)	306(64.8)	292(53.5)	290(69.7)		
Children	No	183(53.4)	176(43.9)	88(15.5)	223(47.2)	322(59.0)	191(45.9)		
	Yes	160(46.6)	225(56.1)	481(84.5)	249(52.8)	224(41.0)	225(54.1)		
Number of Children (only Children = yes)		1.9(0.8)	1.9(1.2)	1.2(1.4)	1.9(1.0)	1.7(0.8)	2.2(1.0)	36.401	***
Youngest child's age (only Children = yes)		11.2(8.7)	13.9(8.2)	13.0(8.7)	11.7(8.8)	13.3(9.0)	11.6(8.8)	3.550	**
Formal education years		15.2(2.8)	15.5(2.9)	15.6(3.2)	15.6(3.4)	14.8(3.1)	14.8(3.6)	7.080	***
Working years of current company		10.8(9.5)	7.8(8.16)	13.0(9.9)	7.7(7.1)	10.6(9.7)	8.8(8.7)	26.462	***
Industry	Construction	25(7.3)	41(10.2)	24(4.2)	53(11.2)	44(8.1)	20(4.8)		
	Automobile Manufacturing	14(4.1)	21(5.2)	28(4.9)	17(3.6)	32(5.9)	2(0.5)		
	Other Manufacturing	162(47.2)	115(28.7)	229(40.2)	66(14.0)	103(18.9)	61(14.7)		
	Utilities (Electric/Gas/Water)	6(1.7)	3(0.7)	8(1.4)	2(0.4)	11(2.0)	10(2.4)		
	Communication/Transportation	22(6.4)	25(6.2)	28(4.9)	2(0.4)	24(4.4)	41(9.9)		
	Financial Services (Banking/Insurance)	4(1.2)	10(2.5)	24(4.2)	42(8.9)	33(6.0)	12(2.9)		
	Real Estate	2(0.6)	3(0.7)	11(1.9)	4(0.8)	5(0.9)	8(1.9)		
	Wholesale/Retail/Restaurant	16(4.7)	3(0.7)	29(5.1)	53(11.2)	42(7.7)	47(11.3)		
	Service	47(13.7)	55(13.7)	9(1.6)	11(2.3)	61(11.2)	79(19.0)		
	Health Care	23(6.7)	44(11.0)	13(2.3)	85(18.0)	64(11.7)	28(6.7)		
	Education	13(3.8)	39(9.7)	118(20.7)	52(11.0)	21(3.8)	39(9.4)		
	Government/Public Sector	9(2.6)	18(4.5)	30(5.3)	44(9.3)	31(5.7)	38(9.1)		
	Self-Employed	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)	0(0.0)		
Other	0(0.0)	24(6.0)	18(3.2)	41(8.7)	75(13.7)	31(7.5)			
Size of current company	29 or fewer people	79(23.0)	131(32.7)	25(4.4)	97(20.6)	101(18.5)	147(35.3)		
	30-99 people	48(14.0)	86(21.4)	57(10.0)	70(14.8)	92(16.8)	91(21.9)		
	100-299 people	47(13.7)	73(18.2)	130(22.8)	70(14.8)	87(15.9)	55(13.2)		
	300-999 people	61(17.8)	51(12.7)	244(42.9)	62(13.1)	86(15.8)	62(14.9)		
	More than 1000 people	108(31.5)	60(15.0)	113(19.9)	173(36.7)	180(33.0)	61(14.7)		
Current job	Planning and marketing	6(1.7)	25(6.2)	38(6.7)	17(3.6)	33(6.0)	33(7.9)		
	R&D	78(22.7)	37(9.2)	80(14.1)	10(2.1)	24(4.4)	18(4.3)		
	Process Engineer	45(13.1)	42(10.5)	162(28.5)	19(4.0)	15(2.7)	23(5.5)		
	Assembly line work	115(33.5)	28(7.0)	39(6.9)	35(7.4)	30(5.5)	18(4.3)		
	Clerical	72(21.0)	221(55.1)	183(32.2)	96(20.3)	229(41.9)	127(30.5)		
	Sales	21(6.1)	12(3.0)	13(2.3)	24(5.1)	50(9.2)	15(3.6)		
	Retail Sales	6(1.7)	8(2.0)	20(3.5)	39(8.3)	45(8.2)	47(11.3)		
	Other	0(0.0)	28(7.0)	34(6.0)	232(49.2)	120(22.0)	135(32.5)		
Level of responsibility	Non-Manager	223(65.0)	95(23.7)	123(21.6)	213(45.1)	382(70.0)	312(75.0)		
	Team leader	43(12.5)	85(21.2)	173(30.4)	107(22.7)	62(11.4)	24(5.8)		
	Assistant Manager	25(7.3)	36(9.0)	38(6.7)	15(4.4)	11(2.0)	4(1.0)		
	Middle Management	30(8.7)	79(19.7)	152(26.7)	62(13.1)	23(4.2)	25(6.0)		
	Division Manager	113.2)	77(19.2)	65(11.4)	19(4.0)	44(8.1)	19(4.6)		
	Senior VP or above	11(3.2)	11(2.7)	12(2.1)	16(3.4)	3(0.5)	10(2.4)		
	Other	0(0.0)	18(4.5)	6(1.1)	34(7.2)	21(3.8)	22(5.3)		
Number of group members		14.0(35.5)	9.1(9.7)	14.7(12.9)	22.5(26.2)	12.6(14.9)	7.1(10.3)	33.788	***
Working time of a week		47.2(9.5)	45.1(8.4)	42.5(6.6)	40.6(8.6)	39.1(9.0)	40.3(6.2)	61.318	***
Working time of a week (co-workers)		47.8(9.8)	44.4(10.37)	42.5(8.7)	38.7(6.8)	39.8(7.4)	43.4(22.2)	32.718	***
Partner's employment type(only Married)	Not working outside the home	42(20.1)	73(28.1)	11(2.2)	47(15.4)	47(16.1)	34(11.7)		
	Full-time employee	123(58.9)	163(62.7)	460(92.2)	205(67.0)	174(59.6)	211(72.8)		
	Part-time employee	40(19.0)	21(8.1)	16(3.2)	34(11.1)	56(19.2)	19(6.6)		
	Other	4(1.9)	3(1.2)	12(2.4)	20(6.5)	15(5.1)	26(9.0)		

**Note.** We included subjects who are citizens, regular workers, marital status (single and married only), and data indicating <12 or >100 working hours per week were excluded as outliers.  
\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$



**Supplementary Table S2. Religious affiliation in Korea (N (%))**

		Korea
<i>N</i>		401
Religious affiliation	yes	200(49.9)
	no	201(50.1)
Religious affiliation (only Religious affiliation = yes)	Buddhist	61(30.5)
	Protestant	102(51.0)
	Roman Catholic	36(18.0)
	Other	1(0.5)

**Supplementary Table S3. Religious affiliation and Ethnicity  
in U.S.A. (N (%))**

		U.S.A.
<i>N</i>		472
Religious affiliation	yes	278(58.9)
	no	194(41.1)
Religious affiliation (only Religious affiliation = yes)	Protestant	111(40.0)
	Roman Catholic	79(28.4)
	Jewish	7(2.5)
	Islamic	2(0.7)
	Buddhist	3(1.1)
	Hindhu	2(0.7)
	Other/Prefer not to say	74(26.6)
Ethnicity	Non-Hispanic Caucasian	387(82.0)
	African American	34(7.2)
	Native American	2(0.4)
	Asian American	26(5.5)
	Hispanic	21(4.4)
	Pacific Islander	0(0.0)
	Other	2(0.4)

**Supplementary Table S4a. Means, SDs, Cronbach's  $\alpha$ s and Correlations of JAPAN (N= 343)**

	Mean(SD)	$\alpha$	working hours	collectivism1	collectivism2	gender egalitarianism	OS1	OS2	OS3	OS4	OS5	M and intergroup leadership	pressure P	planning P	support for team work	goal-oriented team work	GN1	GN2	GN3	GN4	GN5	GN6	GN7	GN8	GN9	GN10	GN11	ambiguity	conflict	overload	autonomy	Enjoyment of work	Driven to work
working hours	47.20(9.52)	---																															
Socio-Cultural Level																																	
collectivism1	3.40(0.69)	.693	.084																														
collectivism2	2.98(0.56)	.440	-.024	.386**																													
gender egalitarianism	2.61(0.72)	.712	-.007	-.377**	-.448**																												
Organizational Level – Organizational System																																	
OS1This company has introduced a pay-for-performance system.	2.76(1.29)	---	0.04	-.043	-.008	.033																											
OS2This company has introduced a system to help employees maintain work-life balance.	2.44(1.20)	---	-.055	-.125*	.001	.066	.539**																										
OS3This company has introduced a system through which employees are evaluated based on feedback.	2.78(1.31)	---	-.045	-.001	-.002	.070	.595**	.686**																									
OS4This company has robust professional development programs for employees.	2.62(1.18)	---	-.052	-.001	.088	-.003	.454**	.628**	.727**																								
OS5This company constantly demands change of their employees.	2.84(1.15)	---	.035	.019	.029	.025	.514**	.501**	.589**	.604**																							
Workplace level – Leadership																																	
M and intergroup leadership	3.14(0.83)	.908	.103	.189**	.094	-.116*	.168**	.270**	.362**	.415**	.354**																						
pressure P	3.14(0.72)	.663	.032	.205**	.240**	-.175**	.215**	.119*	.171**	.215**	.224**	.209**																					
planning P	2.82(0.95)	.697	-.064	.127*	.149**	-.053	.179**	.186**	.291**	.382**	.250**	.551**	.250**																				
Workplace level – Team-working																																	
support for team work	3.09(0.77)	.874	.013	.142**	.174**	-.031	.254**	.335**	.344**	.492**	.398**	.604**	.235**	.464**																			
goal-oriented team work	2.96(0.79)	.827	.026	.118*	.220**	-.073	.332**	.347**	.412**	.482**	.418**	.547**	.308**	.432**	.782**																		
Workplace level – Group Norms																																	
GN1At my workplace, being efficient and achieving goals are most important.	3.26(1.03)	---	.017	.142**	.164**	-.139**	.295**	.055	.124*	.139**	.203**	.165**	.388**	.172**	.238**	.289**																	
GN2At my workplace, the smooth functioning of the entire workplace takes precedence over everything else.	3.28(0.93)	---	-.034	.267**	.174**	-.187**	.124*	.108*	.156**	.216**	.158**	.393**	.276**	.252**	.423**	.403**	.417**																
GN3At my workplace, it is commonplace to work overtime (more than 40 hours per week).	3.10(1.27)	---	.345**	.086	.092	-.049	.111*	.064	.124*	.040	.130*	.041	.288**	.020	.039	.122*	.110*	-.038															
GN4At my workplace, the work that requires completion is clearly documented.	2.60(1.05)	---	-.099	.009	.168**	-.065	.100	.244**	.173**	.339**	.183**	.283**	.154**	.351**	.407**	.372**	.227**	.268**	-.085														
GN5At my workplace, those whose work is inefficient are treated coldly by coworkers.	2.91(1.07)	---	.047	.127*	.180**	-.102	.149**	-.022	.037	-.026	.035	-.113*	.419**	-.018	.006	.121*	.354**	.156**	.154**	.089													
GN6At my workplace, those who are highly competent are given the most work to do.	3.45(1.06)	---	.064	.199**	.151**	-.175**	.153**	.085	.186**	.109*	.163**	.194**	.360**	.083	.161**	.219**	.208**	.219**	.246**	.051	.296**												
GN7At my workplace, people who work longer hours are evaluated more highly.	2.68(1.11)	---	.126*	-.071	.118*	-.020	.156**	.119*	.084	.005	.112*	-.132*	.154**	-.107*	-.037	.093	.131*	-.056	.403**	-.064	.261**	.224**											
GN8At my workplace, there are a lot of many customs, traditions, and other unwritten rules.	3.27(1.02)	---	.025	.038	.087	-.087	.030	.004	.006	-.032	-.039	-.040	.300**	.017	.018	.117*	.255**	.039	.165**	-.005	.387**	.291**	.220**										
GN9At my workplace, it is reasonably easy to take time off when needed	3.35(1.20)	---	-.092	.034	.162**	-.148**	.159**	.343**	.395**	.344**	.214**	.342**	.021	.161**	.333**	.356**	.007	.222**	-.014	.162**	-.072	.151**	-.041	.007									
GN10At my workplace, we are capable of keeping harmony by being sensitive to the atmosphere.	3.28(0.91)	---	.007	.198**	.143**	-.187**	.170**	.218**	.268**	.265**	.243**	.405**	.185**	.296**	.495**	.481**	.210**	.314**	.032	.295**	.095	.194**	.012	.138*	.386**								
GN11At my workplace, we should not bother colleagues with concerns regarding our work.	3.41(0.91)	---	.078	.174**	.121*	-.200**	.060	.017	-.004	.036	.036	.056	.369**	.064	.157**	.166**	.320**	.159**	.152**	.151**	.373**	.126*	.100	.365**	.099	.304**							
Job Level																																	
ambiguity	2.83(0.98)	.704	.002	-.031	.002	-.065	-.100	-.170**	-.193**	-.293**	-.142**	-.368**	.015	-.327**	-.326**	-.214**	.058	-.115*	.056	-.148**	.267**	.063	.222**	.214**	-.204**	-.149**	.127*						
conflict	3.03(0.89)	.692	.056	.122*	.134*	-.087	.005	-.107*	-.020	-.084	-.031	-.271**	.313**	-.178**	-.162**	-.049	.156**	.038	.189**	-.043	.367**	.155**	.181**	.292**	-.156**	-.054	.178**	.483**					
overload	3.41(0.86)	.670	.189**	.277**	.134*	-.084	.076	-.040	.112*	.080	.167**	.101	.378**	-.011	.034	.068	.230**	.132*	.301**	-.071	.258**	.290**	.108*	.219**	-.007	.102	.286**	.126*	.414**				
autonomy	3.17(0.90)	.777	.031	.050	.104	-.121*	.070	.153**	.149**	.148**	.175**	.290**	-.200**	.123*	.227**	.189**	-.086	.120*	-.066	.080	-.216**	.073	.001	-.260**	.247**	.153**	-.082	-.178**	-.269**	-.132*			
Individual Level																																	
Enjoyment of work	2.56(0.80)	.862	.056	-.018	.132*	-.040	.162**	.271**	.241**	.305**	.271**	.340**	-.017	.213**	.335**	.357**	.011	.184**	.045	.255**	-.083	.048	.012	-.086	.196**	.160**	.005	-.210**	-.151**	.041	.359**		
Driven to work	3.29(0.68)	.694	.048	.281**	.154**	-.189**	.021	.002	.112*	.164**	.124*	.251**	.137*	.152**	.179**	.167**	.041	.139*	.062	.091	.009	.141**	-.087	.033	.168**	.242**	.121*	-.047	.142**	.337**	.102	.145**	
importance of work	3.58(1.00)	---	.095	.125*	.097	-.156**	.019	.049	.032	.079	.027	.234**	.058	.081	.117*	.092	.042	.110*	-.023	.052	-.130*	.048	-.208**	-.060	.122*	.094	-.041	-.248**	-.096	.039	.121*	.171**	.252**

\* $p < .05$ , \*\* $p < .01$

Supplementary Table S4b. Means, SDs, Cronbach's  $\alpha$ s and Correlations of KOREA (N= 401)

	Mean(SD)	$\alpha$	working hours	collectivism1	collectivism2	gender egalitarianism	OS1	OS2	OS3	OS4	OS5	M and intergroup leadership	pressure P	planning P	support for team work	goal-oriented team work	GN1	GN2	GN3	GN4	GN5	GN6	GN7	GN8	GN9	GN10	GN11	ambiguity	conflict	overload	autonomy	Enjoyment of work	Driven to work	
working hours	45.13(8.36)	---																																
Socio-Cultural Level																																		
collectivism1	3.74(0.61)	.659	.008																															
collectivism2	3.86(0.54)	.469	-.011	.462**																														
gender egalitarianism	2.46(0.68)	.619	-.031	-.303**	-.340**																													
Organizational Level – Organizational System																																		
OS1This company has introduced a pay-for-performance system.	3.13(1.04)	---	.017	.051	-.041	.067																												
OS2This company has introduced a system to help employees maintain work-life balance.	2.90(1.02)	---	-.064	-.069	-.072	.050	.430**																											
OS3This company has introduced a system through which employees are evaluated based on feedback.	2.91(1.01)	---	-.020	-.037	-.096	.063	.510**	.607**																										
OS4This company has robust professional development programs for employees.	2.94(1.03)	---	-.031	.055	.016	.009	.395**	.567**	.553**																									
OS5This company constantly demands change of their employees.	3.17(1.02)	---	.059	.009	.021	.011	.507**	.477**	.486**	.657**																								
Workplace level – Leadership																																		
M and intergroup leadership	3.32(0.65)	.853	-.094	-.034	.163**	-.075	.153**	.385**	.285**	.432**	.304**																							
pressure P	3.48(0.60)	.625	.101*	.265**	.256**	-.213**	.241**	.082	.113*	.146**	.198**	-.005																						
planning P	3.21(0.84)	.657	-.033	.081	.121*	-.180**	.225**	.280**	.245**	.382**	.340**	.492**	.199**																					
Workplace level – Team-working support for team work	3.37(0.64)	.811	-.037	.067	.150**	-.034	.150**	.399**	.332**	.463**	.427**	.545**	.049	.419**																				
goal-oriented team work	3.23(0.65)	.754	-.030	.065	-.064	.271**	.424**	.409**	.469**	.466**	.561**	.155**	.415**	.756**																				
Workplace level – Group Norms																																		
GN1At my workplace, being efficient and achieving goals are most important.	3.69(0.85)	---	-.028	.233**	.279**	-.121*	.241**	.148**	.160**	.273**	.298**	.215**	.292**	.294**	.326**	.307**																		
GN2At my workplace, the smooth functioning of the entire workplace takes precedence over everything else.	3.74(0.78)	---	-.098	.158**	.218**	-.081	.158**	.167**	.101*	.229**	.235**	.257**	.221**	.276**	.325**	.291**	.470**																	
GN3At my workplace, it is commonplace to work overtime (more than 40 hours per week).	3.07(1.14)	---	.231**	.053	-.044	-.021	.121*	-.024	.075	-.054	.051	-.212**	.226**	-.044	-.202**	-.082	.053	-.031																
GN4At my workplace, the work that requires completion is clearly documented.	3.09(0.99)	---	-.028	.012	.049	-.051	.221**	.310**	.273**	.371**	.378**	.250**	.129**	.205**	.330**	.343**	.118*	.203**	.034															
GN5At my workplace, those whose work is inefficient are treated coldly by coworkers.	3.22(0.92)	---	.039	.131**	.097	-.071	.299**	.111*	.226**	.159**	.273**	.008	.325**	.145**	.138**	.168**	.187**	.083	.210**	.230**														
GN6At my workplace, those who are highly competent are given the most work to do.	3.56(0.96)	---	.063	.139**	.149**	-.063	.138**	.000	.051	-.015	.057	-.121*	.245**	.055	-.019	.003	.157**	.054	.236**	.079	.257**													
GN7At my workplace, people who work longer hours are evaluated more highly.	2.84(1.00)	---	.045	-.007	-.073	-.064	.199**	.031	.191**	.041	.107*	-.152**	.121*	.006	-.149**	-.001	-.041	-.088	.366**	.040	.236**	.297**												
GN8At my workplace, there are a lot of many customs, traditions, and other unwritten rules.	3.35(0.95)	---	.057	.060	.128*	-.053	.170**	-.019	.085	.012	.108*	-.105*	.338**	.016	-.108*	.001	.109*	.046	.266**	.080	.278**	.312**	.317**											
GN9At my workplace, it is reasonably easy to take time off when needed.	3.30(1.16)	---	-.095	.038	.040	-.017	.227**	.333**	.280**	.341**	.279**	.301**	-.029	.225**	.295**	.321**	.128*	.177**	-.030	.193**	.084	.053	.026	.014										
GN10At my workplace, we are capable of keeping harmony by being sensitive to the atmosphere.	3.50(0.78)	---	-.039	.092	.165**	-.062	.192**	.252**	.182**	.308**	.338**	.463**	.093	.317**	.555**	.562**	.230**	.261**	-.125*	.253**	.143**	.101*	-.042	.039	.356**									
GN11At my workplace, we should not bother colleagues with concerns regarding our work.	3.63(0.79)	---	-.051	.137**	.342**	-.132**	.151**	.067	.026	.140**	.232**	.242**	.227**	.191**	.313**	.341**	.373**	.369**	.050	.168**	.242**	.201**	.055	.203**	.164**	.411**								
Job Level																																		
ambiguity	2.88(0.84)	.589	.114*	.077	.018	-.180**	-.034	-.069	.009	-.085	-.114*	-.253**	.164**	-.104*	-.265**	-.174**	-.156**	-.196**	.239**	-.044	.095	.143**	.247**	.221**	-.108*	-.198**	-.158**							
conflict	3.17(0.78)	.684	.132**	.161**	.067	-.154**	.102*	-.137**	.022	-.077	-.013	-.259**	.378**	-.026	-.272**	-.182**	-.022	-.107*	.336**	-.006	.207**	.247**	.282**	.232**	-.183**	-.188**	-.105*	.559**						
overload	3.30(0.77)	.650	.185**	.203**	.144**	-.143**	.194**	.015	.110*	.104*	.128*	-.068	.458**	.057	-.142**	-.016	.123*	.044	.352**	.137**	.251**	.199**	.195**	.244**	-.085	-.046	.058	.290**	.565**					
autonomy	3.44(0.71)	.642	-.108*	.122*	.209**	-.082	.115*	.151**	.173**	.257**	.119*	.334**	-.004	.227**	.302**	.319**	.224**	.231**	-.106*	.157**	.059	.090	-.037	-.060	.284**	.233**	.181**	-.124*	-.201**	-.098				
Individual Level																																		
Enjoyment of work	2.98(0.67)	.818	-.146**	.002	.033	-.006	.252**	.273**	.292**	.290**	.233**	.333**	.005	.289**	.295**	.312**	.123*	.148**	-.070	.187**	.010	.051	-.039	-.128*	.271**	.212**	.127*	-.149**	-.092	-.026	.417**			
Driven to work	3.68(0.57)	.663	-.037	.309**	.392**	-.152**	.086	-.046	.006	.070	.136**	.180**	.332**	.215**	.094	.090	.427**	.343**	.113*	.110*	.096	.161**	-.061	.122*	.039	.151**	.319**	-.021	.169**	.340**	.159**	.221**		
importance of work	3.93(0.84)	---	-.056	.035	.103*	.046	.067	.048	-.010	.122*	.145**	.129**	.039	.126*	.173**	.109*	.240**	.216**	-.079	-.032	-.007	.041	-.046	.004	.085	.132**	.148**	-.235**	-.123*	-.081	.139**	.164**	.250**	

\* $p < .05$ , \*\* $p < .01$

Supplementary Table S4c. Means, SDs, Cronbach's  $\alpha$ s and Correlations of CHINA (N= 569)

	Mean(SD)	$\alpha$	working hours	collectivism1	collectivism2	gender egalitarianism	OS1	OS2	OS3	OS4	OS5	M and intergroup leadership	pressure P	planning P	support for team work	goal-oriented team work	GN1	GN2	GN3	GN4	GN5	GN6	GN7	GN8	GN9	GN10	GN11	ambiguity	conflict	overload	autonomy	Enjoyment of work	Driven to work		
working hours	42.52(8.65)	---																																	
Socio-Cultural Level																																			
collectivism1	3.74(0.65)	.575	-.037																																
collectivism2	3.88(0.55)	.416	-.015	.385**																															
gender egalitarianism	2.57(0.78)	.659	-.019	-.304**	-.360**																														
Organizational Level – Organizational System																																			
OS1This company has introduced a pay-for-performance system.	3.70(1.04)	---	-.059	.219**	.058	-.048																													
OS2This company has introduced a system to help employees maintain work-life balance.	3.60(1.01)	---	-.148**	.279**	.113**	-.017	.546**																												
OS3This company has introduced a system through which employees are evaluated based on feedback.	3.45(1.16)	---	-.165**	.262**	.098*	-.059	.522**	.647**																											
OS4This company has robust professional development programs for employees.	3.85(1.00)	---	-.122**	.258**	.148**	.014	.566**	.628**	.636**																										
OS5This company constantly demands change of their employees.	3.81(0.95)	---	-.104*	.259**	.139**	.012	.455**	.504**	.536**	.584**																									
Workplace level – Leadership																																			
M and intergroup leadership	3.70(0.75)	.912	-.163**	.304**	.156**	-.057	.599**	.659**	.621**	.689**	.558**																								
pressure P	3.86(0.62)	.707	-.003	.313**	.312**	-.177**	.287**	.211**	.266**	.270**	.304**	.268**																							
planning P	3.72(0.81)	.640	-.115**	.339**	.232**	-.146**	.361**	.437**	.449**	.451**	.382**	.464**	.438**																						
Workplace level – Team-working support for team work	3.72(0.71)	.844	-.145**	.327**	.186**	-.115**	.544**	.646**	.617**	.653**	.546**	.727**	.307**	.508**																					
goal-oriented team work	3.68(0.71)	.821	-.122**	.330**	.183**	-.069	.531**	.615**	.609**	.583**	.538**	.652**	.375**	.508**	.771**																				
Workplace level – Group Norms																																			
GN1At my workplace, being efficient and achieving goals are most important.	4.08(0.74)	---	-.062	.288**	.284**	-.157**	.384**	.244**	.264**	.354**	.245**	.287**	.403**	.357**	.369**	.384**																			
GN2At my workplace, the smooth functioning of the entire workplace takes precedence over everything else.	4.04(0.80)	---	-.029	.217**	.270**	-.049	.313**	.335**	.270**	.349**	.247**	.370**	.371**	.342**	.442**	.430**	.408**																		
GN3At my workplace, it is commonplace to work overtime (more than 40 hours per week).	3.00(1.13)	---	.230**	.137**	.110**	-.181**	.103*	.020	.083*	.014	.071	-.024	.128**	.086*	.005	.048	.133**	.004																	
GN4At my workplace, the work that requires completion is clearly documented.	3.83(0.84)	---	-.079	.275**	.183**	-.061	.361**	.371**	.389**	.430**	.286**	.436**	.377**	.428**	.488**	.486**	.370**	.360**	.079																
GN5At my workplace, those whose work is inefficient are treated coldly by coworkers.	3.19(1.07)	---	.023	.166**	.156**	-.227**	.201**	.108**	.158**	.068	.125**	.131**	.199**	.140**	.102*	.227**	.214**	.091*	.241**	.215**															
GN6At my workplace, those who are highly competent are given the most work to do.	3.62(0.99)	---	.043	.124**	.206**	-.217**	-.050	-.113**	-.003	-.084*	.022	-.036	.214**	.101*	-.011	.000	.143**	.069	.263**	.065	.180**														
GN7At my workplace, people who work longer hours are evaluated more highly.	3.36(1.99)	---	-.011	.237**	.119**	-.223**	.268**	.243**	.266**	.211**	.166**	.279**	.187**	.265**	.285**	.275**	.173**	.128**	.255**	.237**	.168**	.220**													
GN8At my workplace, there are a lot of many customs, traditions, and other unwritten rules.	3.79(0.82)	---	.001	.210**	.262**	-.270**	.016	.060	.046	.057	.082	.124**	.247**	.153**	.146**	.188**	.193**	.188**	.108*	.111**	.160**	.287**	.247**												
GN9At my workplace, it is reasonably easy to take time off when needed.	3.27(1.20)	---	-.192**	.164**	.061	.054	.302**	.442**	.384**	.354**	.335**	.465**	.0054	.289**	.398**	.404**	.092*	.145**	.040	.208**	.096*	-.039	.242**	.087*											
GN10At my workplace, we are capable of keeping harmony by being sensitive to the atmosphere.	3.78(0.82)	---	-.118**	.308**	.195**	-.046	.411**	.478**	.509**	.528**	.433**	.559**	.318**	.451**	.619**	.653**	.396**	.398**	.015	.439**	.147**	.026	.256**	.211**	.397**										
GN11At my workplace, we should not bother colleagues with concerns regarding our work.	3.68(0.83)	---	-.037	.210**	.195**	-.074	.284**	.313**	.273**	.265**	.233**	.314**	.295**	.295**	.337**	.381**	.254**	.334**	.084*	.298**	.190**	.061	.260**	.187**	.237**	.347**									
Job Level																																			
ambiguity	2.63(1.02)	.702	.001	.108*	.090*	-.200**	-.016	.002	-.008	-.172**	-.026	-.125**	-.047	-.018	-.097*	-.056	-.055	-.110**	.322**	-.097*	.264**	.236**	.177**	.101*	.117**	-.062	.012								
conflict	3.20(0.88)	.748	.056	.198**	.262**	-.263**	.011	-.054	-.048	-.135**	-.024	-.113**	.217**	.102*	-.064	.010	.055	-.005	.303**	.032	.307**	.335**	.253**	.231**	.041	.014	.095*	.552**							
overload	3.50(0.76)	.653	.104*	.217**	.296**	-.206**	.073	-.010	.067	-.017	.042	.009	.356**	.128**	.001	.070	.169**	.098*	.329**	.031	.210**	.401**	.195**	.241**	-.023	.057	.113**	.351**	.551**						
autonomy	3.49(0.80)	.690	-.127**	.306**	.167**	-.033	.463**	.530**	.479**	.468**	.460**	.675**	.147**	.272**	.568**	.550**	.190**	.269**	.041	.314**	.084*	-.022	.255**	.080	.472**	.471**	.289**	.046	-.013	.069					
Individual Level																																			
Enjoyment of work	3.47(0.81)	.862	-.114**	.322**	.158**	-.002	.453**	.523**	.480**	.512**	.482**	.632**	.226**	.349**	.568**	.542**	.188**	.313**	.071	.319**	.030	.003	.226**	.089*	.394**	.448**	.300**	-.075	-.004	.037	.628**				
Driven to work	3.43(0.65)	.652	.050	.273**	.279**	-.322**	.041	.014	.094*	.005	.070	.061	.248**	.201**	.062	.080	.122**	.104*	.159**	.104*	.243**	.320**	.197**	.326**	.003	.098*	.135**	.275**	.341**	.354**	.038	.068			
importance of work	4.13(0.67)	---	.039	.272**	.188**	-.056	.192**	.185**	.180**	.207**	.169**	.242**	.254**	.302**	.234**	.250**	.191**	.239**	.005	.179**	.025	.010	.208**	.153**	.084*	.275**	.221**	-.094*	.023	.108**	.182**	.296**	.141**		

\* $p < .05$ , \*\* $p < .01$

Supplementary Table S4d. Means, SDs, Cronbach's  $\alpha$ s and Correlations of U.S.A. (N= 472)

	Mean(SD)	$\alpha$	working hours	collectivism1	collectivism2	gender egalitarianism	OS1	OS2	OS3	OS4	OS5	M and intergroup leadership	pressure P	planning P	support for team work	goal-oriented team work	GN1	GN2	GN3	GN4	GN5	GN6	GN7	GN8	GN9	GN10	GN11	ambiguity	conflict	overload	autonomy	Enjoyment of work	Driven to work	
working hours	40.56(8.63)	---																																
Socio-Cultural Level																																		
collectivism1	3.42(0.69)	.613	.018																															
collectivism2	3.16(0.61)	.375	.054	.303**																														
gender egalitarianism	2.82(0.75)	.668	-.019	-.241**	-.126**																													
Organizational Level – Organizational System																																		
OS1This company has introduced a pay-for-performance system.	2.35(1.32)	---	.106*	.126**	.229**	-.108*																												
OS2This company has introduced a system to help employees maintain work-life balance.	2.79(1.20)	---	.000	.131**	.186**	-.088	.428**																											
OS3This company has introduced a system through which employees are evaluated based on feedback.	2.91(1.22)	---	.005	.116*	.164**	-.067	.336**	.490**																										
OS4This company has robust professional development programs for employees.	2.64(1.20)	---	.075	.096*	.231**	-.096*	.412**	.608**	.560**																									
OS5This company constantly demands change of their employees.	2.90(1.21)	---	.144**	.040	.163**	-.202**	.247**	.124**	.269**	.266**																								
Workplace level – Leadership																																		
M and intergroup leadership	3.63(0.79)	.893	-.028	.063	.176**	-.002	.120**	.376**	.329**	.380**	-.168**																							
pressure P	3.19(0.78)	.662	.104**	.198**	.207**	-.134**	.174**	-.002	.120**	.110*	.373**	-.057																						
planning P	3.35(1.00)	.747	-.005	.148**	.193**	-.011	.216**	.341**	.363**	.363**	-.023	.597**	.212**																					
Workplace level – Team-working support for team work	3.41(0.77)	.847	-.045	.159**	.281**	-.026	.235**	.439**	.410**	.468**	-.108*	.613**	-.013	.494**																				
goal-oriented team work	3.21(0.72)	.710	.026	.228**	.298**	-.018	.29**	.423**	.381**	.477**	.043	.471**	.200**	.464**	.679**																			
Workplace level – Group Norms																																		
GN1At my workplace, being efficient and achieving goals are most important.	3.87(0.91)	---	-.020	.202**	.197**	-.075	.176**	.090	.147**	.127**	.141**	.251**	.157**	.267**	.271**	.290**																		
GN2At my workplace, the smooth functioning of the entire workplace takes precedence over everything else.	3.37(1.07)	---	-.044	.186**	.218**	-.020	.167**	.232**	.218**	.232**	-.006	.325**	.107*	.353**	.402**	.346**	.389**																	
GN3At my workplace, it is commonplace to work overtime (more than 40 hours per week).	3.09(1.35)	---	.457**	.177**	.138**	-.081	.139**	.025	.023	.097*	.210**	-.032	.258**	.044	-.008	.074	.086	.091*																
GN4At my workplace, the work that requires completion is clearly documented.	3.54(1.06)	---	.033	.188**	.195**	-.064	.114*	.269**	.358**	.361**	.023	.447**	.177**	.478**	.486**	.455**	.244**	.295**	.110*															
GN5At my workplace, those whose work is inefficient are treated coldly by coworkers.	2.72(1.11)	---	.052	.067	.095*	-.206**	.227**	.110*	.162**	.132**	.271**	-.073	.250**	-.019	-.012	.152**	.004	.004	.147**	.071														
GN6At my workplace, those who are highly competent are given the most work to do.	3.56(1.06)	---	.077	.113*	.076	-.135**	.100*	.092*	.073	.074	.228**	-.017	.157**	-.015	.021	.108*	.138**	.097*	.135**	-.003	.186**													
GN7At my workplace, people who work longer hours are evaluated more highly.	2.76(1.10)	---	.168**	.200**	.203**	-.138**	.260**	.155**	.224**	.237**	.180**	.181**	.271**	.191**	.265**	.322**	.171**	.279**	.315**	.181**	.254**	.353**												
GN8At my workplace, there are a lot of many customs, traditions, and other unwritten rules.	3.22(1.12)	---	.105*	.150**	.124**	-.109*	.039	.004	.047	.019	.204**	-.102*	.193**	-.038	-.092*	.028	-.069	-.047	.173**	-.067	.208**	.174**	.171**											
GN9At my workplace, it is reasonably easy to take time off when needed.	3.47(1.17)	---	-.101*	.053	.098*	-.009	.101*	.348**	.183**	.284**	-.195**	.464**	-.259**	.286**	.390**	.239**	.013	.140**	-.146**	.233**	-.034	-.017	.059	-.096*										
GN10At my workplace, we are capable of keeping harmony by being sensitive to the atmosphere.	3.43(1.01)	---	-.048	.152**	.204**	.022	.095*	.394**	.290**	.354**	-.125**	.503**	-.081	.358**	.618**	.505**	.224**	.347**	-.044	.381**	-.058	.016	.135**	-.067	.451**									
GN11At my workplace, we should not bother colleagues with concerns regarding our work.	2.74(0.99)	---	.178**	.082	.124**	-.145**	.199**	-.012	-.002	.047	.242**	-.146**	.259**	-.048	-.099*	.022	-.009	.014	.224**	-.001	.231**	.024	.186**	.164**	-.126**	-.085								
Job Level																																		
ambiguity	2.12(0.99)	.724	.046	.068	.120**	-.215**	.150**	-.032	-.092*	-.060	.219**	-.357**	.161**	-.286**	-.201**	-.154**	-.191**	-.141**	.042	-.289**	.252**	.079	.115*	.248**	-.100*	-.133**	.237**							
conflict	2.72(1.06)	.818	.149**	.159**	.139**	-.258**	.134**	-.022	-.017	.004	.423**	-.383**	.404**	-.201**	-.217**	-.055	-.062	-.062	.206**	-.155**	.281**	.183**	.189**	.297**	-.289**	-.224**	.294**	.499**						
overload	3.40(0.92)	.667	.235**	.174**	.149**	-.206**	.124**	-.066	-.006	.029	.354**	-.131**	.489**	-.081	-.099*	.067	.173**	.056	.291**	-.008	.177**	.290**	.209**	.209**	-.261**	-.087	.178**	.176**	.536**					
autonomy	3.30(0.94)	.738	.051	.051	.184**	-.061	.179**	.380**	.276**	.359**	-.123**	.568**	-.240**	.354**	.513**	.374**	.099*	.180**	-.059	.253**	.024	.075	.190**	-.043	.577**	.418**	-.138**	-.134**	-.239**	-.132**				
Individual Level																																		
Enjoyment of work	3.12(0.82)	.864	.109**	.117*	.300**	-.069	.234**	.341**	.240**	.391**	.012	.402**	-.075	.266**	.451**	.407**	.093*	.160**	.096*	.200**	.117*	.105*	.231**	.131**	.253**	.359**	-.018	-.061	-.072	.006	.479**			
Driven to work	3.67(0.66)	.685	.245**	.260**	.203**	-.142**	.159**	.030	.048	.058	.130**	.068	.181**	.015	.032	.084	.173**	.118*	.305**	.029	.077	.268**	.187**	.194**	-.055	.076	.130**	.091*	.204**	.348**	.041	.256**		
importance of work	3.89(0.91)	---	.166**	.059	.207**	-.006	.162**	.185**	.102*	.159**	.048	.226**	.102*	.134**	.229**	.268**	.151**	.132**	.162**	.132**	.098*	.198**	.169**	.119**	.025	.168**	.035	-.028	.076	.190**	.201**	.417**	.353**	

\* $p < .05$ , \*\* $p < .01$



**Supplementary Table S4e. Means, SDs, Cronbach's  $\alpha$ s and Correlations of GERMANY (N= 546)**

	Mean(SD)	$\alpha$	working hours	collectivism1	collectivism2	gender egalitarianism	OS1	OS2	OS3	OS4	OS5	M and intergroup leadership	pressure P	planning P	support for team work	goal-oriented team work	GN1	GN2	GN3	GN4	GN5	GN6	GN7	GN8	GN9	GN10	GN11	ambiguity	conflict	overload	autonomy	Enjoyment of work	Driven to work	
working hours	39.12(8.96)	---																																
Socio-Cultural Level																																		
collectivism1	3.47(0.62)	.551	-.061																															
collectivism2	3.03(0.59)	.307	.046																															
gender egalitarianism	2.96(0.74)	.611	-.080	-.165**	-.123**																													
Organizational Level – Organizational System																																		
OS1This company has introduced a pay-for-performance system.	2.63(1.40)	---	.057	.144**	.253**	-.045																												
OS2This company has introduced a system to help employees maintain work-life balance.	2.43(1.20)	---	.073	.074	.244**	-.018	.449**																											
OS3This company has introduced a system through which employees are evaluated based on feedback.	3.25(1.22)	---	.080	.114**	.096*	.023	.352**	.412**																										
OS4This company has robust professional development programs for employees.	3.09(1.24)	---	.084	.099*	.164**	.035	.365**	.474**	.438**																									
OS5This company constantly demands change of their employees.	3.27(1.23)	---	.074	.071	.148**	.027	.380**	.361**	.470**	.572**																								
Workplace level – Leadership																																		
M and intergroup leadership	3.48(0.83)	.881	.001	.164**	.210**	.008	.175**	.302**	.398**	.533**	.405**																							
pressure P	3.12(0.90)	.763	.025	.152**	.123**	-.145**	.052	.005	-.043	-.107*	-.004	-.199**																						
planning P	3.19(1.12)	.749	-.058	.183**	.202**	-.040	.177**	.271**	.279**	.319**	.273**	.455**	.161**																					
Workplace level – Team-working support for team work	3.55(0.79)	.856	-.040	.196**	.235**	-.032	.129**	.261**	.330**	.478**	.376**	.692**	-.210**	.377**																				
goal-oriented team work	3.22(0.64)	.490	.068	.148**	.283**	-.068	.199**	.258**	.305**	.355**	.368**	.445**	.115**	.288**	.451**																			
Workplace level – Group Norms																																		
GN1At my workplace, being efficient and achieving goals are most important.	3.83(0.99)	---	-.017	.208**	.063	-.047	.160**	.151**	.215**	.297**	.276**	.347**	.062	.198**	.405**	.308**																		
GN2At my workplace, the smooth functioning of the entire workplace takes precedence over everything else.	4.15(0.84)	---	-.031	.251**	.085*	-.031	.098*	.035	.165**	.150**	.225**	.312**	.062	.168**	.363**	.244**	.579**																	
GN3At my workplace, it is commonplace to work overtime (more than 40 hours per week).	3.50(1.12)	---	.156**	.153**	.089*	-.098*	.126**	-.026	.021	.089*	.139**	-.032	.245**	-.016	-.018	.103*	.190**	.215**																
GN4At my workplace, the work that requires completion is clearly documented.	2.91(1.20)	---	-.015	.111**	.256**	-.068	.284**	.205**	.170**	.178**	.264**	.109*	.182**	.170**	.102*	.255**	.164**	.064	.103*															
GN5At my workplace, those whose work is inefficient are treated coldly by coworkers.	3.13(1.13)	---	.147**	.091*	.129**	-.080	.068	.023	-.015	-.096*	.031	-.180**	.400**	-.040	-.233**	.158**	.051	.043	.204**	.216**														
GN6At my workplace, those who are highly competent are given the most work to do.	3.76(0.92)	---	.065	.251**	.172**	-.052	.075	.048	.108*	.159**	.202**	.160**	.199**	.062	.174**	.243**	.249**	.275**	.270**	.142**	.245**													
GN7At my workplace, people who work longer hours are evaluated more highly.	2.93(1.17)	---	-.025	.152**	.195**	-.057	.295**	.306**	.268**	.345**	.285**	.354**	.019	.235**	.333**	.338**	.145**	.076	.083	.194**	.010	.116**												
GN8At my workplace, there are a lot of many customs, traditions, and other unwritten rules.	3.44(1.07)	---	.051	.161**	.055	-.009	.032	-.068	-.032	-.051	.017	-.099*	.239**	-.051	-.084	.048	.079	.104*	.199**	.090*	.234**	.298**	.049											
GN9At my workplace, it is reasonably easy to take time off when needed.	4.11(1.13)	---	.030	.046	-.048	.071	-.025	-.010	.058	.057	.035	.103*	-.063	.045	.128**	.033	.165**	.193**	.063	-.034	-.048	.168**	-.023	.059										
GN10At my workplace, we are capable of keeping harmony by being sensitive to the atmosphere.	3.50(1.05)	---	.038	.165**	.193**	-.006	.072	.216**	.282**	.376**	.284**	.542**	-.126**	.227**	.606**	.312**	.278**	.221**	.019	.046	-.220**	.170**	.279**	-.017	.166**									
GN11At my workplace, we should not bother colleagues with concerns regarding our work.	2.54(1.21)	---	.032	.054	.181**	-.088*	.090*	.101*	.000	-.034	.012	-.108*	.313**	.067	-.106*	.112**	-.035	-.100*	.052	.147**	.219**	.021	.143**	.122**	-.044	-.038								
Job Level																																		
ambiguity	2.33(0.97)	.491	.094*	-.030	.095*	-.145**	.034	.059	-.078	-.163**	-.114**	-.277**	.353**	-.087*	-.322**	-.040	-.266**	-.232**	.074	.015	.330**	-.003	-.006	.147**	-.077	-.151**	.308**							
conflict	2.73(1.01)	.753	.181**	.004	.060	-.170**	.017	-.095*	-.173**	-.269**	-.146**	-.409**	.427**	-.180**	-.351**	-.010	-.198**	-.142**	.177**	.036	.375**	.044	-.075	.242**	-.031	-.248**	.238**	.507**						
overload	3.44(0.85)	.640	.214**	.166**	.007	-.146**	.028	-.094*	-.073	-.148**	-.031	-.253**	.426**	-.118**	-.230**	.075	.043	.110*	.303**	.115**	.349**	.222**	-.111**	.324**	-.059	-.146**	.131**	.303**	.509**					
autonomy	3.42(0.91)	.744	.066	.126**	.231**	-.037	.173**	.236**	.209**	.351**	.260**	.443**	-.220**	.125**	.452**	.279**	.152**	.157**	-.012	.071	-.174**	.086*	.257**	-.037	.096*	.426**	-.039	-.106*	-.182**	-.118**				
Individual Level																																		
Enjoyment of work	3.12(0.87)	.884	.078	.126**	.211**	-.068	.216**	.248**	.248**	.436**	.353**	.472**	-.169**	.170**	.469**	.308**	.253**	.199**	.095*	.106*	-.117**	.087*	.273**	-.032	.050	.394**	-.068	-.191**	-.181**	-.087*	.471**			
Driven to work	3.08(0.72)	.670	.133**	.192**	.152**	-.196**	.131**	.118**	.051	.035	.047	-.031	.282**	.041	-.018	.146**	.173**	.174**	.268**	.167**	.191**	.182**	.098*	.202**	.026	.007	.103*	.151**	.245**	.346**	-.007	.172**		
importance of work	3.68(0.97)	---	.058	.124**	.147**	-.059	.104*	.082	.126**	.191**	.164**	.192**	.006	.048	.213**	.145**	.202**	.257**	.189**	.061	-.048	.139**	.088*	.031	.090*	.136**	-.052	-.179**	-.072	-.018	.229**	.430**	.275**	

\* $p < .05$ , \*\* $p < .01$

**Supplementary Table S4f. Means, SDs, Cronbach's  $\alpha$ s and Correlations of FINLAND (N= 416)**

	Mean(SD)	$\alpha$	working hours	collectivism1	collectivism2	gender egalitarianism	OS1	OS2	OS3	OS4	OS5	M and intergroup leadership	pressure P	planning P	support for team work	goal-oriented team work	GN1	GN2	GN3	GN4	GN5	GN6	GN7	GN8	GN9	GN10	GN11	ambiguity	conflict	overload	autonomy	Enjoyment of work	Driven to work
working hours	40.37(6.17)	---																															
Socio-Cultural Level																																	
collectivism1	3.22(0.64)	.447	-.031																														
collectivism2	2.54(0.48)	.141	-.007	.174**																													
gender egalitarianism	2.86(0.72)	.609	-.020	-.179**	-.064																												
Organizational Level – Organizational System																																	
OS1This company has introduced a pay-for-performance system.	2.49(1.34)	---	.054	-.023	.099*	.011																											
OS2This company has introduced a system to help employees maintain work-life balance.	2.68(1.19)	---	-.020	.000	.002	-.003	.190**																										
OS3This company has introduced a system through which employees are evaluated based on feedback.	2.75(1.23)	---	.008	-.060	.066	-.006	.401**	.333**																									
OS4This company has robust professional development programs for employees.	2.99(1.19)	---	.005	-.068	.015	.048	.231**	.447**	.490**																								
OS5This company constantly demands change of their employees.	3.16(1.17)	---	-.105*	.007	.018	-.009	.152**	-.031	.273**	.194**																							
Workplace level – Leadership																																	
M and intergroup leadership	3.64(0.82)	.890	.034	-.055	.024	-.054	.136**	.327**	.320**	.472**	.045																						
pressure P	2.73(0.80)	.615	.000	.147**	.054	-.079	.121*	-.042	.123*	.053	.208**	-.014																					
planning P	2.47(1.08)	.524	-.075	.105**	-.045	-.072	.010	-.008	.057	.029	.081	.105*	.448**																				
Workplace level – Team-working support for team work	3.36(0.75)	.829	.041	-.011	.035	-.038	.057	.452**	.243**	.446**	-.004	.586**	.049	.116*																			
goal-oriented team work	3.05(0.72)	.694	.049	-.029	.124*	-.050	.108*	.341**	.256**	.407**	.005	.465**	.144**	.123*	.675**																		
Workplace level – Group Norms																																	
GN1At my workplace, being efficient and achieving goals are most important.	3.31(1.09)	---	.009	.195**	.030	-.045	.131**	-.108*	.032	-.014	.189**	-.035	.282**	.238**	-.035	.037																	
GN2At my workplace, the smooth functioning of the entire workplace takes precedence over everything else.	3.42(1.02)	---	.048	-.028	.048	.049	.098*	.267**	.103*	.343**	.015	.438**	.059	.138**	.505**	.379**	.093																
GN3At my workplace, it is commonplace to work overtime (more than 40 hours per week).	3.37(1.29)	---	.254**	.045	.076	-.071	.061	-.087	.017	.014	.056	.020	.166**	.115*	-.020	.020	.174**	-.014															
GN4At my workplace, the work that requires completion is clearly documented.	2.46(1.14)	---	.047	-.052	.064	.035	.127**	.225**	.208**	.322**	-.001	.270**	.149**	.201**	.296**	.275**	.095	.241**	-.076														
GN5At my workplace, those whose work is inefficient are treated coldly by coworkers.	2.74(1.12)	---	.020	.189**	.049	-.025	-.023	-.147**	-.092	-.126*	.054	-.203**	.275**	.106*	-.169**	.057	.191**	-.068	.201**	-.002													
GN6At my workplace, those who are highly competent are given the most work to do.	3.14(1.20)	---	.084	.139**	.057	-.048	-.026	-.172**	-.110*	-.148**	.039	-.175**	.109*	-.048	-.227**	-.110*	.066	-.137**	.098*	-.217**	.258**												
GN7At my workplace, people who work longer hours are evaluated more highly.	2.25(1.08)	---	.123*	.149**	.158**	-.031	.003	-.014	-.020	-.063	.065	-.032	.233**	.049	-.046	.095	.130**	-.064	.274**	-.020	.246**	.283**											
GN8At my workplace, there are a lot of many customs, traditions, and other unwritten rules.	2.97(1.20)	---	-.065	.126*	.023	-.028	-.027	-.182**	-.104*	-.157**	.104*	-.286**	.122*	.056	-.291**	-.204**	.029	-.112*	.142**	-.110*	.304**	.228**	.163**										
GN9At my workplace, it is reasonably easy to take time off when needed.	3.66(1.20)	---	.027	-.082	-.015	-.002	.104*	.211**	.168**	.268**	.030	.268**	-.138**	-.129**	.233**	.193**	-.047	.178**	.014	-.038	-.122*	-.118*	-.151**	-.172**									
GN10At my workplace, we are capable of keeping harmony by being sensitive to the atmosphere.	3.07(1.06)	---	.001	-.007	.063	-.008	.035	.381**	.256**	.406**	.038	.430**	-.012	-.069	.525**	.476**	-.025	.331**	-.044	.275**	-.107*	-.131**	-.018	-.214**	.249**								
GN11At my workplace, we should not bother colleagues with concerns regarding our work.	2.08(0.94)	---	-.036	.120*	.121*	.042	-.065	-.136**	-.045	-.177**	.009	-.298**	.023	.036	-.368**	-.224**	.078	-.168**	.028	-.072	.249**	.134**	.194**	.230**	-.259**	-.176**							
Job Level																																	
ambiguity	1.92(0.94)	.650	-.014	.098*	.009	-.102*	-.036	-.129**	-.128**	-.180**	.058	-.396**	.122*	.020	-.395**	-.239**	-.008	-.264**	.101*	-.221**	.241**	.219**	.146**	.305**	-.130**	-.213**	.295**						
conflict	2.84(1.02)	.752	.037	.214**	.014	-.080	.052	-.197**	-.062	-.206**	.208**	-.375**	.204**	.072	-.300**	-.204**	.091	-.259**	.152**	-.242**	.299**	.286**	.169**	.437**	-.197**	-.255**	.190**	.502**					
overload	3.07(0.91)	.677	.132**	.136**	.017	-.082	.079	-.205**	-.003	-.036	.115*	-.144**	.204**	-.024	-.212**	-.084	.138**	-.218**	.202**	-.186**	.223**	.408**	.208**	.208**	-.097*	-.094	.092	.325**	.500**				
autonomy	3.33(0.95)	.715	.162**	-.107*	.106*	.059	.119*	.149**	.133**	.192**	-.018	.298**	-.216**	-.281**	.174**	.165**	-.137**	-.121*	-.040	-.062	-.231**	.002	-.033	-.209**	.264**	.205**	-.144**	-.153**	-.163**	-.020			
Individual Level																																	
Enjoyment of work	2.82(0.84)	.844	.177**	.037	.074	-.037	.045	.300**	.076	.229**	-.062	.293**	-.018	-.128**	.372**	.290**	-.096	.284**	.031	.105*	-.077	.004	.060	-.061	.168**	.209**	-.161**	-.175**	-.128**	-.031	.353**		
Driven to work	3.31(0.74)	.595	.023	.203**	.017	-.083	.111*	-.031	.001	.013	.056	.039	.047	.010	.063	.087	.196**	.095	.098**	-.023	.084	.125*	-.016	.070	.037	.032	.007	-.027	.130**	.282**	.081	.208**	
importance of work	3.80(1.01)	---	.163**	.012	-.031	-.014	.049	.140**	.052	.157**	-.073	.244**	-.022	-.077	.293**	.136**	-.003	.197**	.045	.204**	-.100*	.011	-.002	-.076	.158**	-.253**	-.281**	-.188**	-.066	.163**	.394**	.171**	

\* $p < .05$ , \*\* $p < .01$