

CORPORATE VALUES IN THE GLOBALIZING WORLD: A
CROSS-CULTURAL SEMANTIC NETWORK ANALYSIS

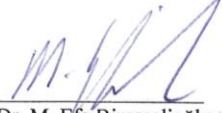
A THESIS SUBMITTED TO
THE GRADUATE SCHOOL
OF SOCIAL SCIENCES OF
IZMIR UNIVERSITY OF ECONOMICS

BY

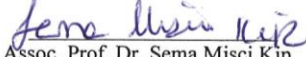
NİLÜFER GEYSİ

DECEMBER 2017

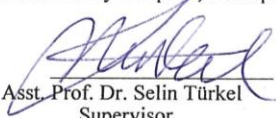
Approval of the Graduate School of Social Sciences


Assoc. Prof. Dr. M. Efe Biresselioglu
Director

I certify that this thesis satisfies all the requirements as a thesis
for the degree of Master of Arts.


Assoc. Prof. Dr. Sema Misçi Kip
Head of Department

This is to certify that I have read this thesis and that in my opinion it is fully adequate, in scope and
quality, as a thesis for the degree of Master of Arts.


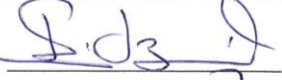


Asst. Prof. Dr. Selin Türkel
Supervisor

Examining Committee Members

Prof. Dr. Z. Beril Akıncı Vural

Assoc. Prof. Dr. Ebru Uzunoglu

Asst. Prof. Dr. Selin Türkel

ABSTRACT
CORPORATE VALUES IN THE GLOBALIZING WORLD: A CROSS-CULTURAL
SEMANTIC NETWORK ANALYSIS

Geysi, Nilüfer

Marketing Communication and Public Relations

Supervisor: Asst. Prof. Dr. Selin Türkel

December 2017

Value concept is significant for public relations field as much as in other social sciences. Corporate values that reflect main beliefs and philosophy of an organization are at the center of the corporate culture. Creation and transformation of corporate values are affected by several factors. Cultural values of countries in which companies exist is one of these factors. There are important studies that explain the relationship between national values and corporate values. National values are discussed due to globalization that gained momentum with advancements in technology. There are three approaches about effects of globalization on national cultures: convergence theory that claims global unity in cultures, divergence theory that advocates lasting national cultures and crossvergence theory that asserts hybrid cultures due to globalization. Moreover, theorists who support divergence theory state that values are affected by industrialization levels, economic conditions and development levels of societies.

This study aims to analyze semantic meanings and differences of corporate values of companies which exist in two different sociocultural environments. In accordance with this purpose, corporate values of companies which took place on Turkey's and the USA's Fortune 500 lists in 2016 were investigated via semantic network analysis method. The values were analyzed based on 8 different dimensions and results were obtained.

Keywords: culture, national values, corporate values, globalization, cross-cultural study

ÖZET

KÜRESELLEŞEN DÜNYADA KURUMSAL DEĞERLER: KÜLTÜRLER ARASI BİR ANLAMSAL AĞ ANALİZİ

Geysi, Nilüfer

Pazarlama İletişimi ve Halkla İlişkiler

Tez Yöneticisi: Yrd. Doç. Dr. Selin Türkel

Aralık 2017

Değer kavramı birçok sosyal bilim dalında olduğu gibi halkla ilişkiler alanında da oldukça önem verilen bir konudur. Bir kurumun temel inançlarını ve felsefesini yansıtan kurumsal değerler, kurum kültürünün merkezinde yer alır. Kurumsal değerlerin oluşumunda ve zaman içinde değişiminde farklı faktörler etkili olmaktadır. Şirketlerin içinde var oldukları ülkelerin kültürel değerleri bu faktörlerden biridir. Ulusal değerler ve kurumsal değerler arasındaki ilişkiyi açıklayan önemli çalışmalar mevcuttur. Ulusal değerler, globalleşmenin teknolojik gelişmelerle birlikte hız kazanmasıyla farklı tartışmalara yol açmıştır. Globalleşmenin kültür üzerindeki etkileri konusunda 3 farklı yaklaşım vardır: kültürlerin birbirine benzediğini savunan yakınlaşma teorisi (convergence), ulus kültürlerinin hala etkili olduğunu savunan ayrışma teorisi (divergence) ve globalleşmenin melez kültürler yarattığını savunan teori (crossvergence). Ayrıca, ayrışma teorisini savunan teorisyenler değerlerin toplumların sanayileşmelerinden, ekonomik durumlarından ve gelişmişlik seviyelerinden de etkilendiğini belirtmektedir.

Bu çalışma, iki farklı sosyokültürel ortamda bulunan şirketlerin kurumsal değerlerini anlamsal olarak analiz etmeyi ve farklılıklarını ortaya koymayı amaçlamaktadır. Bu amaç doğrultusunda, 2016 yılının Türkiye ve ABD Fortune 500 listelerinde yer alan şirketlerin kurumsal değerleri anlamsal ağ analizi yöntemiyle incelenmiştir. Şirketlerin kurumsal değerleri 8 farklı boyut üzerinden analiz edilmiş ve sonuçlara ulaşılmıştır.

Anahtar Kelimeler: kültür, ulusal değerler, kurumsal değerler, küreselleşme, kültürler arası çalışma



To My Family

ACKNOWLEDGMENTS

This thesis would not be possible without remarkable labor of Asst. Prof. Dr. Selin Türkel who is the loadstar of this challenging process. I thank her profoundly. Her contributions on this thesis and on me are praiseworthy. She is the person from whom I have learnt Public Relations. I am proud of declaring myself as an honorary assistant of her.

My special thanks also go to dear Prof. Dr. İdil Karademirlidağ Suher for her open-hearted supports and tolerance. Being her assistant has taught me a lot; I have been learning invaluable things from her. I express my sincere gratitude to Prof. Dr. Çisil Bir, Assoc. Prof. Dr. Burcu Eker Akgöz, Assoc. Prof. Dr. Elif Engin, Instructor Sinem İnce and Instructor Selcan Yeşilyurt who are my professors and colleagues. They have always supported me and did not let me confuse mentally and emotionally. I respect and love them at utmost level.

I would also thank to Prof. Dr. Beril Akıncı Vural and Assoc. Prof. Dr. Ebru Uzunoğlu who accepted to be in examining committee of the thesis and evaluated it with their kind remarks in a very short period of time.

My eternal supporter, my father Fuad Geysi; the greatest woman I have ever known, my mother Hatice Geysi; and my beloved, my sister Kübra Geysi deserve the most of the appreciation. I owe them lifelong; I cannot thank them enough with any language I know.

TABLE OF CONTENTS

ABSTRACT	iii
ÖZET	iv
DEDICATION	v
ACKNOWLEDGMENTS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	viii
LIST OF FIGURES	ix
CHAPTER 1 INTRODUCTION	1
1.1 Introduction to Main Concept	1
1.2 Significance of the Study	3
1.3 Research Questions and Aims of the Study	3
1.4 Structure of the Thesis	4
CHAPTER 2 LITERATURE REVIEW AND THEORETICAL FRAMEWORK	5
2.1 Culture	5
2.2 Values	7
2.2.1 Difference Between Beliefs, Attitudes and Values	10
2.2.2 Functions of Values	11
2.3 National Values, Convergence, Divergence and Crossvergence	12
2.4 Cross Cultural Studies.....	15
2.4.1 Schwartz’s Cultural Model	18
2.4.2 Inglehart’s Cultural Model and World Values Survey	20
2.5 Corporate Culture and Corporate Values	25
2.5.1 Corporate Culture	25
2.5.2 Corporate Values	27
2.5.3 Corporate Statements and Values Communication	32
2.5.4 Categories of Corporate Values	34
2.5.5 Value Creation in Organizations	36
2.6 The Relationship Between National Culture and Organizational Culture	38
CHAPTER 3 METHODOLOGY	42
3.1 Introduction	42
3.2 Social Representation	42

3.3	Content Analysis	44
3.4	Social Network Analysis and Semantic Network Analysis	44
3.5	Sampling	45
3.6	Data Collection and Coding Procedure	45
3.7	Application and Structure of the Semantic Network Analysis	47
CHAPTER 4 FINDINGS AND ANALYSES		49
4.1	Introduction	49
4.2	Semantic Network Analysis Metrics of Turkish and American Networks	49
4.3	Valued Core Analysis	50
4.4	Clique Analysis	56
4.5	Articulation Point Analysis	61
4.6	Input Degree Analysis	63
4.7	Output Degree Analysis	66
4.8	Input Closeness Analysis	69
4.9	Output Closeness Analysis	71
4.10	Betweenness Analysis	74
4.11	Total Findings of 8 Dimensions	76
4.12	Different and Similar Findings of Turkish and American Networks	81
CHAPTER 5 DISCUSSION		83
CHAPTER 6 CONCLUSIONS		90
6.1	Limitations of the Research	91
6.2	Insights for Further Researches	92
REFERENCES		93
APPENDICES		
A.	List of Fortune 500 Companies in Turkey	112
B.	List of Fortune 500 Companies in the USA	136
C.	Whole list of findings	154

LIST OF TABLES

TABLE

2.1.	Schwartz’s Dimensions of Cultures and Prominent Social Values	19
2.2	Comparison of Turkey and the USA based on Inglehart’s Survival/Self Expression Dimension and World Values Survey 2011.....	23
3.1	Numbers of the Companies in the Sample.....	45
4.1	Semantic Network Analysis Metrics of Turkish and American Networks	49
4.2	All Max Valued Core Levels (Turkish and American Networks)	50
4.3	Frequency Distribution of Cluster Values (Turkish Network)	51
4.4	Corporate Values with Most Valued Core Values in Turkish Network.....	51
4.5	Frequency Distribution of Cluster Values (American Network)	54
4.6	Corporate Values with Most Valued Core Values in American Network	56
4.7	Clique Directed (Turkish and American Networks)	56
4.8	Cliques in Turkish Network	57
4.9	Corporate Values That Create Cliques in Turkish Network	57
4.10	Cliques in American Network	60
4.11	Corporate Values That Create Cliques in American Network	60
4.12	Articulation Points in Turkish Network	62
4.13	Articulation Points in American Network	63
4.14	Input Degrees in Turkish Network	64
4.15	Input Degrees in American Network	65
4.16	Output Degrees in Turkish Network	66
4.17	Output Degrees in American Network	68
4.18	Input Closeness Degrees in Turkish Network	69
4.19	Input Closeness Degrees in American Network	70
4.20	Output Closeness Degrees in Turkish Network	72
4.21	Output Closeness Degrees in American Network	73
4.22	Betweenness Degrees in Turkish Network	74
4.23	Betweenness Degrees in American Network	75
4.24	Summary of Semantic Network Analysis Findings of Turkish Data	77
4.25	Summary of Semantic Network Analysis Findings of American Data	79
4.26	Corporate Values Unique to Turkey	82
4.27	Corporate Values Unique to the USA	82

4.28 Common Corporate Values in Turkey and in the USA 82



LIST OF FIGURES

FIGURE

2.1. Levels of Culture	7
2.2. Inglehart's Cultural Map	26
2.3. The Levels of Culture and Their Interaction	33
2.4. Corporate Values Statement of Coca Cola Company	34
2.5. Corporate Credo of Johnson & Johnson Company	33
4.1. Network Between Values Tied with More Than Value 2 in Turkish Network	53
4.2. Network Between Values Tied with More Than Value 2 in American Network	55
4.3. Directed Cliques in Turkish Network	58
4.4. Directed Cliques in American Network	59

CHAPTER 1

INTRODUCTION

1.1 Introduction to Main Concept

The world has never been like it was yesterday; new ideas, trends, paradigms emerge each day. However, there has never been a rapid transformation like globalization in the world history. Globalization affects the world from many aspects to several extents. Value as a major concept in cultural researches is one of the highly discussed issues in terms of being affected by globalization.

Every society has its unique values; it is possible to make a prediction about the culture, society, and organizations by analyzing its important values (Rokeach, 1979). Values shape the soul of an individual, an organization or a society. This study is an attempt to investigate the values of companies in two different countries. It is also an attempt to demonstrate the relationship between corporate values and values of the society in which companies operate. “When people set up an organization they will typically borrow from models or ideals that are familiar to them” (Trompenaars and Hampden-Turner, 1998, p. 157). There are important evidences in the literature about the effects of national culture on organizational cultures. Likewise, national culture is heavily discussed by social scientists.

Although nation concept has a long history, especially 20th century bore witness to important events that are caused by national differences. There were worldwide wars, rebellions, demonstrations. The second half of the age met with a new perspective, globalization, which claimed decreasing national differences due to advances in communication and transportation. Cultural theorists argue three different approaches in terms of influences of globalization on national cultures: convergence, divergence and crossvergence. Divergence theorists argue that national culture still matters. States have their national language, mass media,

education system, political organizations, entertainment organizations which cause a “mental programming” of the citizens (Hofstede, Hofstede and Minkov, 2010, p. 21). The organizations are also likely to be affected by this mental programming. Although there are some behavioral changes, values are at the core and they have not been affected yet. Esmer and Pettersson (2007, p. 4) explain their view with the consistency among different cross-cultural studies:

The most striking finding when comparing mapping of national cultures in the research based on Hofstede, Inglehart and Schwartz approaches is that they identify such similar cultures around the world. (...) This is amazing, considering how different the approaches are.

Convergence theorists consider the national differences; however, they claim that there are limited effects of nations. Their point of view is based on Westernization of world cultures. The universal uniformity is also called as McDonalidization. They assume that borders between countries are narrowing (e.g. Child and Tayeb, 1983; Hickson and Pugh, 1995). The crossvergence theory asserts that local and global influences create unique cultures (Ralston, 2008).

This study seeks an answer to this question: Do corporate values also converge in the globalizing world? Turkey and the USA are countries to be analyzed because they are different societies based on several points. They do not have same cultural characteristics in any significant cross-cultural studies (e.g. Hofstede, 1980; Schwartz, 1994b; Inglehart, 1997). Moreover, Inglehart (2006) claims that differences in national values are related to industrialization levels of societies. Societies adopt values in accordance with their physical and economic situations.

According to Fukuyama (1996), in countries like the USA, people put their trust in others and there is not line of descent between people. Therefore, modern, well-organized and professionally managed companies are first established in high-trust societies. Since the United States, is a high-trust society, establishing large and sophisticated organizations is easy (Fukuyama, 1996). Turkey is a low- trust society (World Values Survey, 2011); therefore, it is expected to have fewer sophisticated organizations.

Companies which took place in Fortune 500 lists of Turkey and United States in 2016 are analyzed in the scope of the thesis. This is because companies with better financial performance attach special importance to values (Pearce and David, 1987; Curtis 2005; Van Lee et al. 2005). Therefore, Fortune 500 companies provide an opportunity for a better framework.

1.2 Significance of the Study

This study uses semantic network analysis as methodology and aims to contribute to the organization research literature with drawing a semantic map of corporate values of Turkey and the USA which has not done before in the organizational study. There are studies that compare Turkey and the USA based on different cultural dimensions; however, they heavily use Hofstede's study (1990; 2001). Moreover, there are studies that compare American and Turkish business cultures (Halub et al, 2012) but they are not up-to-date and comprehensive. Most of the organizational cross-cultural researches are conducted in Western and Asian cultures (Ralston, 2008). Also, number of studies that analyze corporate cultures from national perspective is not adequate.

The methodology of the research is also significant. Semantic network analysis is discussed as a new research paradigm and has several advantages than other content analysis methods such as revealing relations between units. Thanks to semantic network analysis it is possible to do an in-depth cultural analysis.

1.3 Research Questions and Aims of the Study

The research is conducted in order to find answers for following research questions:

Research Question 1: What is the semantic frame that is applied in corporate values of companies in Turkey and in the USA and how do they resemble and differ from each other?

Semantic network analysis investigates the relationships between different units and draws a semantic map for each network. This research is designed to learn the corporate values of financially superior companies in two different countries and to reveal the semantic meanings of values statements networks. In addition, it aims to analyze differences and similarities in values statements of Turkey and the USA.

Research Question 2: To what extent is there evidence of a convergence, divergence or crossvergence of corporate values of the companies in Turkey and the USA?

Globalization is a stubborn fact of 21st century. However, there are many discussions in terms of effects of globalization. Researches who point out convergence claim that globalization assimilate cultural characteristics. Crossvergence theorists argue the limited effects of globalization which create hybrid and unique cultures. Divergence scholars reject the impact of globalization on the values due to their persistency and they relate cultural differences to social and economic reasons. This research tries to find out if there is convergence, divergence or crossvergence in corporate values of the two countries.

1.4 Structure of the Thesis

This thesis consists of 4 chapters in addition to introduction. The second chapter includes literature review and draws a frame for theoretical background of the research. Culture, values, national values, three approaches in values researches (convergence, divergence, crossvergence), corporate culture, corporate values and cross-cultural studies are included in the second chapter. The third chapter explains theoretical background of the methodology including organizational research, content analysis, social network analysis and semantic network analysis. Sampling and data collection are also explicated in the third chapter. The fourth chapter includes analysis and findings. The fifth one discusses the findings and analyses. The last chapter includes conclusion, limitations of the study and insights for further research.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

“Culture is arguably the most elusive term in the generally rather fluid vocabulary of the social sciences. The number of books devoted to the topic would fill many library shelves, and thus it takes some courage to try again.”

Jahoda, 1984, p. 140

2.1 Culture

Billions of people and thousands of different social groups have lived on the planet earth; they have compromised on some issues while have dissociated on others, they have had similar characteristics in common and they have been worlds apart. Culture is one of the major concepts that has been studied on for many decades to understand the differences between individuals and groups constituted by individuals such as nations, states or organizations. In consequence of these studies, culture is defined by scholars of certain sciences (sociology, anthropology, communication, etc.). In 1977, there were more than 450 definitions of culture (Trifonovitch, 1977). Even though the differences of definitions, most of them are based on common points. The following definition is one of the first definitions of culture.

Culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values. (Kroeber and Kluckhohn, 1952, p. 181)

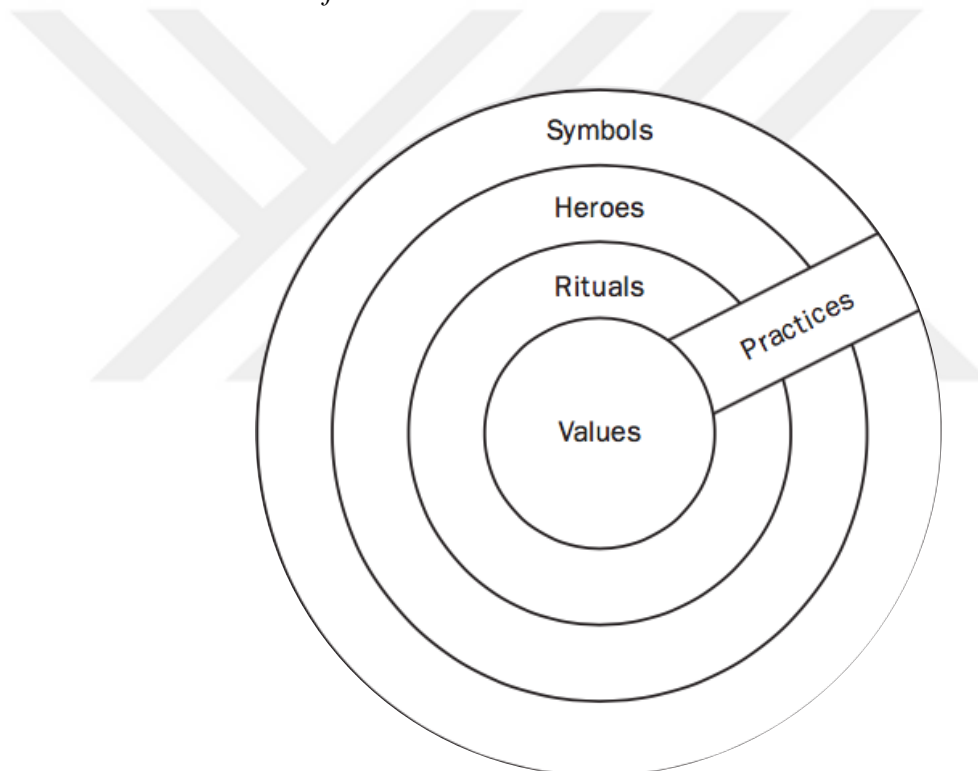
Hofstede (1991, p. 5) in one of his frequently-cited studies defines culture as “collective programming of the mind that distinguishes the members of one group or category of people from others”. Hofstede, here refers to mental mechanism of individuals creating the culture; they think, feel and behave in similar ways. Therefore; culture is specific for a group. The group creates the meaning specifically that is significant in that culture. Culture is “a system of inherited conceptions expressed in symbolic forms by means of which men communicate, perpetuate, and develop their knowledge about attitudes toward life” (Geertz, 1973, p. 89). Culture requires frontiers that separate one from another. “Culture is always a collective phenomenon because it is at least partly shared with people who live or lived within the same social environment” (Hofstede, Hofstede and Minkov, 2010, p. 6). The socialization that Hofstede refers here, points the process in which culture is learnt since it is not natural-born (Hofstede, 1991). Culture is a continuous process that generates itself as a result (Bantz, 1993). Members of a culture are born into or get involved in a culture and learn about it with communication. The communication can be interpersonal, public or mass communication. The interaction between members of a culture creates common experiences as Schwartz (1992) emphasizes:

Culture consists of the derivatives of experience, more or less organized, learned or created by the individuals of a population, including those images or encodements and their interpretations (meanings) transmitted from past generations, from contemporaries, or formed by individuals themselves.

Culture has different layers; “these cultural layers may be based upon national, regional, ethnic, religious, linguistic, gender, generational, social class, industry or corporate affiliations” (Hofstede, 1991, p. 10). People belong to different layers of culture at the same time. Culture also has various components. As Kroeber and Kluckhohn (1952) point out, distinguishing features of a group involve their artifacts, ideas and values. This statement is supported by Hofstede, Hofstede and Minkov (2010, p. 8); “symbols, heroes, rituals and values” form the culture (See Figure 2.1).

Values are at the heart of the manifestations of culture while symbols are shallowing. Symbols are languages, signs, images and items that make sense for ones that share the culture. Heroes are people who may be genuine or fantastical, living or dead who are valued in a culture. Rituals include activities, ceremonial occasions and repeated interactions. Even though symbols, heroes and rituals are easy to observe, values are deeper elements that are not observed but deduced. (Hofstede, Hofstede and Minkov, 2010, pp. 8-9). It is required to define “value” as a concept in terms of sociological and psychological approaches for a deeper understanding of communicational perspective.

FIGURE 2.1 Levels of Culture



Source: Hofstede, Hofstede and Minkov, 2010, p. 8

2.2 Values

Values have been subject to many researches in social sciences; therefore, have a wide literature that extends over different disciplines. There is a philosophy called

“axiology” which is “the study of the nature of value and valuation, and of the kinds of things that are valuable” (Oxford Dictionary). Axiology is interested in ethics and aesthetics; starting from this point of view, it studies values that form a basis for behaviors. It is not surprising that researchers from other disciplines define values based on similar points. This is because characteristics and functions of values are similar whether they are subject of philosophy, sociology, psychology, cultural anthropology or organizational studies.

There are several scholars who define value based on its role in deciding mechanism and on behaviors. Value is “an element of a shared symbolic system which serves as a criterion or standard for selection among the alternatives of orientation which are intrinsically open in a situation” (Parsons, 1951, p.12). According to Kluckhohn, (1951, p. 395) value is “a conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable which influences the selection from available modes, means and ends of action.” Rokeach (1973) claims that values guide behaviors and decisions of individuals. Russell (2001) discusses values as “core beliefs – the underlying thoughts that stimulate human behavior”. According to Doğan (2000), values provide basis for behaviors. Silah (2005) supports others by proposing that values are observed in behaviors.

A value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence. A value system is an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance.

(Rokeach, 1973, p. 5)

Rokeach’s definition of value expresses a preference; adopting a value means refusing its opposites. “Value of a given social group is any entity, (object, behavior, situation) on which that group places a high worth or importance” (Elizur et al, 1991, p. 22). Discussing values as a system of hierarchical importance given towards entities is also related with a value system that Rokeach (1973) explains. Value systems state a structure of values that have comparative importance. Some values are more important than others for the subject. They

draw cognitive and emotional maps for the behaviors in different situations. Another important point in the definition is that values are enduring. Silah (2005) advocates the view that values are permanent. Being permanent does not mean that values never change but they are not likely to change very often.

Rokeach (1973) claims that values are in relationship with beliefs, preferred situations or individual and social understanding. Schwartz and Bilsky confirm Rokeach and reveal the nature of values in their definition. “Values are concepts or beliefs, about desirable end states or behaviors, that transcend specific situations, guide selection or evaluation of behavior and events, and are ordered by relative importance” (1987, p. 551). Although values are mostly approached as beliefs; they are also defined as ideas and principles. Özgüven (1999, p. 367) defines values as common thoughts, goals, basic moral principles or beliefs that are accepted as true and necessary by majority of a social group to ensure entity, unity and continuity in the group. One of the important points here is that values provide continuation in a social group. It can also be explained by stability of values. Values have a unifying role in groups because they offer common points of view.

Values are sought to acquire since they are statements of ideals (Kluckhohn, 1951; Rokeach, 1973). Values formulate an idealistic comprehension. Super (1980, p.130) defined a value as “an objective, either a psychological state, a relationship, or material condition, that one seeks to attain”. Therefore, values work like aims of people that they try to achieve. “Values are core ideas about how people should live and the ends they should seek” (Fisher and Lovell, 2006, p. 152). “Values are tools for orientation-they are like stars in the sky. The stars guide the travelers, but they can never reach the stars” (Kuisma, 2017, p. 44). Statements -values- of individuals or groups and their real thoughts may not always overlap. According to Hofstede (1984), there are desired and desirable values. Desired values are internalized ones which are believed by individuals; desirable values are the ones which are accepted as the ideal. The major difference between these values is the difference between reality and desire.

Doğan (2000) proposes that values are affected by value judgements. Hitlin and Piliavin (2004, p. 362) hold the same position with Doğan by suggesting that values are beliefs with evaluations that synthesize affective and cognitive principles. Doğan further suggests that values are related to the hierarchical order in which people realize their dreams and ideals. They are also subjective (Doğan, 2000; Hodgkinson, 1996). The subjectivity of values is related with its changeability based on cognitions and emotions. Values differ socially or individually. Values systems change from person to person, from group to group and from culture to culture (Hogg and Vaughan, 2013).

One of the most cited and broad definitions of value is Hofstede's, which summarizes the concept: "a broad tendency to prefer certain states of affairs over others" (1980, p.19). Values present a reason to prefer one situation or behavior rather than others. Individuals or social groups tend to act in accordance with their values which are affected by personality traits and cultural factors.

2. 2. 1 Differences Between Beliefs, Attitudes and Values

While defining "values", "attitudes" and "beliefs" are used as substitution. Although they are used in similar meanings, they are evaluated as different concepts in the literature. This difference is also significant for organizational research. Furthermore, to know what "value" is not, makes the value concept more clear on behalf of the theoretical framework of the thesis.

"A belief is an acceptance that something is true or not. This acceptance does not imply any judgement about whether that thing is good or bad" (Fisher and Lovell, 2006, p. 152). Belief is a general view that includes all cognitive elements about a subject. It represents the knowledge that one has; whereas, attitudes state preferences. Attitude is "a relatively enduring organization of beliefs around an object or situation predisposing one to respond in some preferential manner" (Rokeach, 1972, p. 112). Individuals' positive or negative manners or their intention towards individuals, objects and circumstances state their attitudes. The distinction that is aimed to made is that attitudes are viewed as more tangible than

values. According to Roe and Ester (1999), attitudes may be positive or negative; however, values are always positive. Moreover, attitudes can vary as occasions require and are easier than values to change. Values are more comprehensive than attitudes (Fisher and Lovell, 2006). They are important keystones for cognition of individuals (Rokeach, 1973) which are not specific for certain situations like attitudes.

Besides conceptual differences between attitudes and values, there are also structural differences between them. Rokeach (1972) asserts that attitude is generally concern of researchers in the field of psychology or sociology; however, values are subject of various fields including anthropology, economics, education and communication (Feather, 1975; Eiss and Pedersen, 2002; Ben-Ner and Putterman, 1999). Therefore, this thesis focuses on values.

2. 2. 2 Functions of Values

Values have importance in social sciences due to their functions both in individual and organizational levels. Values are also important in social life and they have several functions (Özensel, 2003). The principal function of values is to inspire and manage behaviors of members of a social group (Parsons, 1951). Values have a determining role since they have effect on social and individual decision-making process. Values act as a basis for socially accepted behaviors. They guide people internally during the process of actualization of social roles. However, if they conflict with human nature they are unseemly to be significant (Schwartz, 2012, p. 14). People tend to do what is in harmony with their humankind characteristics.

Although values function as an integrative component of culture, they also establish an environment for cultural changes (Sullivan and Harper, 1996). Values work for interests of social groups, increase the intensiveness of emotions, are like criteria for evaluating and supporting actions, and they are obtained as a consequence of effects of dominant values in the social group and individual experiences (Schwartz, 1994b). Values motivate people to think beyond written rules and duties with drawing a larger frame for them. They make people freer as

well as restricting them. According to Rokeach (1973, p. 13), individuals can regard values as criterion when they evaluate or compare themselves with other individuals. Values have reflective role because they represent attitudes and beliefs of social groups or individuals. Considering all of these, it can be claimed that values are needed for order and welfare in a social group by affecting not only the individual but also the group in which he/she is affiliated.

“People are we-versus-they creatures” (Hofstede, Hofstede and Minkov, 2010, p. 16). The group in which they unite can be nations, races or more specific ones like organizations. Values can be personal, professional or social (Posner et al, 1987). National values and corporate values are going to be discussed in the scope of this dissertation.

2. 3 National Values, Convergence, Divergence and Crossvergence

Role of national values is under the spotlight of cross-cultural researchers for many decades. What is the role of national values in understanding and interpreting social system, institutions and social change? There are 3 different approaches in value research as an answer to this question: convergence, divergence and crossvergence.

Scholars who advocate convergence, claim that national cultures do not create differences. Since, they assume that narrowing borders between countries due to advance in communication and transportation, decreases the effect of national cultures (e.g. Child and Tayeb, 1983; Hickson and Pugh, 1995). Development of technology, usage of technology in communication and transportation; and its effects on political and economic structure of the world is called as *globalization*. Technology affects values more than cultural characteristics of the society, according to convergence theorists (Ralston, 2008). For them, industrialization and globalization assimilated values of nation cultures to the Western cultures. This theory brings about issues like Westernization and McDonaldization that focus on homogenization and standardization of cultures. This is because, globalization occurs from technologically and economically developed part to

undeveloped part of the world. It is assumed that societies adopt Anglo neo-liberalism (Kerr et al., 1964). Hill (2005) proposes three components of globalization: globalization of markets, globalization of production and emergence of global institutions. Thanks to multinational corporations, local markets have merged and have become like a large sole market. Also, they have produced products and have distributed them to the international market. Lastly, institutions like International Monetary of Values (IMF) and World Trade Organization (WTO) have decreased independence of national economies.

“The convergence approach views communication as a medium of information, capital, and resource flow” (Wang and James, 2005, p. 6). Communication leads a rapid circulation of information. Convergence perspective is in line with “global village” of McLuhan (1962). It is claimed that the world is a village in which people are connected each other via networks. “The growing similarity between national cultures, including the beliefs, the values, aspirations and the preferences of consumers which are partly driven by global brands, the media and common global icons” (Rugman and Collinson, 2006, p. 132). International media institutions and internet enhanced speed and content of communication and enabled resemblance between cultures.

The view that national cultures create differences in attitudes and behaviors belongs to the researchers who advocate divergence (e.g. Hofstede, 1980; Schwartz, 1992; Inglehart, 1997). They think that effects of globalization and integration is limited. Values of people are in accordance with sociocultural impacts rather than industrial and economic changes (Webber, 1969). According to worldvaluessurvey.org, values researches from 1981 to 2007 do not demonstrate a cultural convergence between countries. According to Inglehart and Baker (2000, p. 37), national organizations such as educational and cultural organizations still affect values of members of the society in spite of globalization. Esmer (2006) argues that cultural diversity continues; McDonaldization has not gone deeper yet. The element of culture that changes slowest are values. The upper levels of culture (see Figure 2.1) are likely to change easier. It is difficult to change values of a country just like changing its climate or its location on the earth. (Hofstede, Hofstede and Minkov, 2010). Hofstede, Hofstede and Minkov explain this

argument with an example: “If young Turks drink Coca-Cola, this does not necessarily affect their attitudes towards authority” (2010, p. 19). The external levels of the onion in Figure 2.1 can change, but it takes a long time to change values. It is possible to say that nations matter for divergence theorists.

Crossvergence theory is coined by Ralston and his colleagues in 1993 (Ralston, 2008). Researchers who embrace crossvergence claim that there is not an entire convergence or divergence. Globalization and sociocultural effects create new and unique value systems (Ralston et al., 1993). Meeting of sociocultural factors with political and economic factors give rise to a new values system that look like cultures neither in convergence nor in divergence.

Ralston (2008) points out 6 studies that demonstrate crossvergence: (1) the study about China, Hong Kong and the USA (Ralston et al., 1993), (2) the study about 6 regions of China (Ralston et al., 1996), (3) the study about China, Japan, Russia and the USA (Ralston et al., 1997), (4) the study about 2 regions of Vietnam (Ralston et al., 1999a), (5) the study about China and the USA (Egri and Ralston, 2004) and (6) the longitudinal evaluation of China, Hong Kong and the USA (Ralston et al., 2006). These studies compare Western and Eastern societies which are completely different for divergence theorists. The first study indicates that Hong Kong has “two of the four Eastern-developed measures and two of the four Western-developed measures” (Ralston, 2008, p. 29). This is because Hong Kong is under the influence of Western business ideology because of British rule. The second study shows that regions of China which are more cosmopolitan and have tight relationships with Western world have higher individualistic values. The third study included United States, Japan, Russia and China; therefore, it analyzed two different economic ideologies (capitalism and socialism) based on two groups of countries. Russia and the US had higher self-enhancement-self-transcendence values than Eastern countries. It is found that individualism-collectivism scores are affected by sociocultural environment mostly. The dimension that measures openness-to-change and conservation in the society was not different in Western and Eastern countries. Hence, this study indicated validity of crossvergence theory. The fourth study, research in Vietnam, focused on Northern and Southern parts of

Vietnam. Southern Vietnam was influenced by presence of the US until the end of American-Vietnam War in 1975; whereas Northern Vietnam was more free and flexible. Then, two regions came together. The research pointed out that Northern Vietnam was more individualistic than Southern part. Therefore, it is claimed that collectivistic values of collectivistic societies did not transform in the short term; however, individualistic values changed. The fifth study which investigated different age groups in Chinese and American societies. It showed that micro level influences such as age are as important as macro level influences (e. g. ideology, sociocultural factors). Values of younger generation were similar independently of cultural factors. The last study compared the results of first study with the research in 2001. 5 out of 8 dimensions indicated crossvergence. Ralston based on this studies and similar studies in Middle East and Cuba (Ralston, 2007; Riddle et al., 2007) claim that business values change faster than core values of the society. Therefore, the crossvergence is seen as hybrid cultures which have globalizing business values and traditional social values.

2. 4 Cross Cultural Studies

There are significant cross-cultural studies that investigate the differences between countries based on national values. There are many cross-cultural studies that are done since 1960s (McClelland, 1961; Schein, 1992, 2004; Adler and Gundersen, 2007). Researches done by Kluckhohn and Strodtbeck (1961), Rokeach (1973), Hofstede (1980; 2001) Hall and Hall (1990); and the GLOBE project are briefly explained in this part. Schwartz 's (1994) and Inglehart's (1997) studies are the most significant for this thesis due to their scope and up-to-dateness. Hofstede's study is mostly used in similar studies; however, there are studies that show that Schwartz's cultural values dimensions include more cultural facets than Hofstede's dimensions. (Schwartz and Ros, 1995; Kağıtçıbaşı, 1997). Therefore, they are analyzed in detail, and values of Turkish and American societies are compared based on data obtained from these studies. Moreover, World Values Survey (2011) results are discussed because they provide the most up-to-date data, also Inglehart uses them to define his cross-cultural dimensions.

Kluckhohn and Strodtbeck's (1961) model of culture is one of the first studies about cultural differences. They assert that what differentiate cultures is "value orientations". They identified five types of orientations that demonstrate values of a society (1961, pp. 10-11): "human nature orientation, man-nature orientation, time orientation, activity orientation and relational orientation". According to Kluckhohn and Strodtbeck, people can be evil, good or mixture of them; they can subjugate to nature, be in harmony with the nature or master over nature; they can be past-oriented, present-oriented or future oriented; they can be being-oriented, being-in-becoming-oriented or doing-oriented; and lastly they can be lineal-oriented, individualistic or collateral. These value orientations are used or adopted by cultural researchers several times (e.g. Hills, 1977; Schein, 1992; Adler and Gundersen, 1997; Watkins and Gnoth, 2011).

Rokeach (1973) explains the reason to develop a cross-cultural survey with the aim of comparing values of one society with others. Rokeach's cross-cultural study focuses on 36 values. Rokeach classifies values as terminal values and instrumental values. Terminal values are values that individuals desire to achieve in the lifetime; instrumental values are preferred and generally used to accomplish terminal values. Rokeach's survey of values are repeated and adapted many times by researchers, especially by social psychologists (Braithwaite and Law, 1985).

Hofstede's research on values and culture constructs an important part of cross-cultural studies. Hofstede's first values research was conducted with IBM Corporation in 40 countries. It included 4 dimensions: individualism, masculinity, power distance and uncertainty avoidance (Hofstede, 1980). The fifth and sixth dimensions –long term orientation and indulgence- joined the research later (Hofstede and Bond, 1988; Hofstede, 2001; Minkov, 2007, Hofstede and Minkov, 2010). Dimension means a facet of a culture that can be used to compare one culture with another (Hofstede, 2011). Individualism represents the consolidation of an individual into the group. Social ties in individualistic societies are weak. In societies where collectivist values are dominant, people identify themselves with the group which they belong (Hofstede, 1984). Hofstede's researches classify societies as feminine and masculine based on the characteristics attributed to men and women. If values of a society include being strong, being ambitious to advance

in the business life, and being assertive that society is named as masculine. However, values that are seeking for peace, warm relationships, and cooperation represent a feminine society (Hofstede, 1991). The values that construct power distance dimension affect quality of relationships in terms of power, status and relationships. In societies where power distance is high, individuals have superior-subordinate relationship; low power distance societies do not require specific respect for titles, position, and occupation (Hofstede, 1984, 2001). Uncertainty avoidance shows the extent to which members of a social group keep away from uncertain situations (Hofstede, 1991). In high uncertainty avoidance societies proposing life-long employment is more frequently seen; members of these societies converge on certain ideas and beliefs, and they are likely to refuse newer ones. However, mobility in the job is prevailing in low uncertainty avoidance societies (Adler and Gundersen, 2007). Since, they are not anxious about novelty. It is convenient to anticipate more creativity and innovation in high uncertainty avoidance countries. Long term orientation focuses on time perception of cultures. Long term-oriented cultures focus on the future. On the other hand, short term oriented cultures value traditions. They are more conservative than long term-oriented cultures in terms of religion and ideology. Indulgence reflects the fun and happiness level of a society. Indulgence-oriented cultures attach importance to leisure time, freedom of speech and sports. Restrained-oriented cultures attach lower importance to positive memories, freedom of speech. The analysis of long term orientation and indulgence ground on data of World Values Survey (Hofstede, 2011).

Hall and Hall (1990), construct their values research on three dimensions which are communication, space and time. The communication dimension includes context and speed. Speed can be slow or fast and context can be low or high. Low context cultures give importance to more information and detail; whereas high context cultures provide an environment that helps individuals to grasp rules in there. Time dimension is measured by monochronic time orientation and polychronic time orientation. In monochronic time cultures, people tend to be careful about planning and organization; however, in polychronic cultures people consider plans and tasks as changeable. Lastly, high territoriality in space

dimension means internalized ownership and having wide spaces during interpersonal communication. Low territoriality culture attaches less importance to ownership and borderlines between people.

GLOBE project which refers to “Global Leadership and Organizational Behavior Effectiveness” measures effects of cultural differences on leadership in 61 countries based on 9 dimensions (House et al, 2002). These dimensions are assertiveness, gender egalitarianism, power distance, uncertainty avoidance, humane orientation, institutional collectivism, in-group collectivism, future orientation and performance. These dimensions are adopted from Hofstede’s (1980, 1991, 2010), Kluckhohn and Strodtbeck’s (1961) and McClelland’s studies.

2.4.1 Schwartz’s Cultural Model

Schwartz presents value researches both at individual level and group/cultural level; cultural value orientation model of Schwartz’s (1992, 1994b, 1999, 2004) is significant in this part. Schwartz investigates 76 countries with a priori categorizing of values that establish three cultural dimensions. The value types are embeddedness, intellectual autonomy, affective autonomy, hierarchy, egalitarianism, harmony and mastery that build up autonomy-conservatism, hierarchy-egalitarianism and mastery-harmony dimensions (Schwartz, 2006a). Schwartz defines 7 cultural regions based on these dimensions: “West European”, “English-speaking”, “Latin American”, “South Asian”, “Confucian”, “African” and “Middle Eastern” regions (Schwartz, 2006, p. 157). Schwartz states that 9 countries of the sample 76 countries did not take place on where they are expected. Turkey is one of these countries. Turkey is less hierarchical and embedded, and more egalitarian and autonomous than the countries in Middle East. Schwartz relates this result to the secularity of the country and effects of European culture on Turkish culture. United States is included in English-speaking cultures; however, it has several different characteristics. Since the USA culture depends on hierarchy and mastery more than the countries in the region. Also, it highlights “... intellectual autonomy, harmony, and egalitarianism less” which leads “... an assertive, pragmatic, entrepreneurial, and even exploitative orientation to the social

and natural environment” (p. 158). Table 2.1 summarizes Schwartz’s cultural dimensions with their characteristics and salient social values. It also includes the regions which have the characteristics of that dimension. Grouping of countries based on cultural values are in line with studies of Inglehart and Baker (2000). Bond (2002) asserts that implementation of Schwartz’s model in organizational research has been localized. Nevertheless, similarity between values orientations of countries in different studies show strengthen the foundation of national value concept.

TABLE 2.1: Schwartz’s Dimensions of Cultures and Prominent Social Values

	Characteristics of the culture	Salient social values	Regions characterized with the dimension
Embedded cultures	Collectivism is prominent. They support status quo and social norms.	Wisdom, security, conventionality, self-discipline, protecting public image	Africa, Middle East, South Asia
Intellectual autonomous cultures	Individual ideas and intellectual choices are important.	Broadmindedness, curiosity, creativity	Western Europe
Affective autonomous cultures	Values and behaviors that have positive effects on individuals are pursued.	Pleasure, excitement	English-speaking region
Hierarchical cultures	Vertical relationships, directions of upper levels are prominent.	Authority, humbleness, social power, wealth	Confucian region, South Asia
Egalitarian cultures	Cooperation, equality between individuals and social interests are important.	Social justice, equality, honesty, helpfulness, loyalty	Western Europe

Table 2.1 (Continued)

Harmony cultures	Understanding and integrating external environment are important.	Unity with nature, peace, environmentalism	Western Europe
Mastery cultures	Power over the external environment is sought out.	Ambition, daring, success, independence, capability	English-speaking region, Confucian

Source: Schwartz, 2006a, pp: 36-52.

2. 4. 2 Inglehart’s Cultural Model and World Values Survey

World Values Research is the most extensive comparative social science project (Esmer, 2012). World and Europe Values researches have started to be applied in 1981 with 25 countries. After the second research was applied in 1990 with 43 countries, they were repeated several times. This project is held by World Values Survey Association. The most recent and extensive data about national values is obtained from 2011 research of World Values Survey. The research analyzes cultures of countries based on different dimensions such as fatalism, materialism, change orientation, religion, science and technology orientation, gender equality, and environmentalism. Inglehart categorized values obtained by World Values Surveys in based on two dimensions: traditional/secular values and survival/self-expression values. Inglehart also draw global map of countries in accordance with the results (Inglehart, 1997; Inglehart and Baker, 2000; Inglehart and Welzel, 2005). Figure 2.3 demonstrates the global map of countries based on research conducted in 2011.

Survival/self-expression values dimension is similar with Hofstede’s individualism/collectivism and Schwartz’s autonomy/embeddedness dimensions (Inglehart, 2006). All of these dimensions measure freedom of individuals in terms

of decision-making. Survival values have parallels with embeddedness of Schwartz and collectivism of Hofstede. The countries that have high survival values score are more likely to have materialist values and to support traditional gender roles. These cultures highlight working hard instead of creative work. Countries that have higher self-expression values have the opposite characteristics. Self-expression values are similar with intellectual and personal autonomy of Schwartz (1994b) and individualism of Hofstede (1980). They highlight values about quality of life; diversity, equality, self-expression, environmentalism, humanitarianism, aesthetics, latitude, welfare and activism (Inglehart, 1997; Inglehart et al, 2008). There is also a strong connection between democracy and self-expression values of a society (Welzel, Inglehart and Kligemann, 2003). In societies with developed democracy, people adopt self-expression values. Value systems of countries are affected by being “agrarian, industrialized or post-industrialized” (Esmer and Pettersson, 2007, p. 3). Therefore, countries that have different development levels are expected to have different value systems. According to Inglehart (1990, 1997), societies have been transiting from industrial society to knowledge society and it leads transition from survival societies to self-expression societies. It is also argued that countries with lower income and small economy transform towards self-expression societies slower than countries with big economies. Economic development and post-industrialization pave the way for welfare, autonomy and self-actualization. Service industry is developed in these societies (Abdollahian et al, 2008).

Another dimension, traditional/secular-rational dimension, identifies societies as traditional or rational. There is a transition from traditional society to secular-rational society with post-industrialization process. Traditional cultures give importance to religion and social norms; they are disposed to be nationalist. In addition, they do not tolerate divorcements and mercy killing. On the other hand, secular-rational societies are totally opposite to traditional view (Inglehart, 2006). General division of values dimensions in the world is based upon Eastern and Western distinction. Typically, Middle East countries have traditional and survival values and Northern Europe countries have secular-rational and self-expression

values (Welzel, Inglehart and Klingemann, 2003; Inglehart and Welzel, 2005, 2010; Welzel, 2013).

Turkey has survival and traditional values according to the data obtained from World Values Survey 2011. The USA is self-expression values oriented but does not have high scores in secular-rational values dimension. In fact, the USA is the most traditional country among economically developed countries; one of the most religious ones in the world (Baker, 2005; Norris and Inglehart, 2011). The World Values Survey results that cause to identify Turkey as “traditional” and “survival”, and the USA as “traditional” and “self-expressional” must be touched on. Turkey and the USA are both traditional societies although they have different scores; also, traditional/secular-rational dimension is less adequate than survival/self-expression dimension to explain organizational cultural differences between companies. Therefore, traditional/secular-rational dimension is not included in the study for the comparison.

Questions that emphasize survival/self-expression dimension are about materialism/postmaterialism, happiness, gender equality, homosexuality, expressing political view, trust in others, recycling, environmentalism and technology (Inglehart, 2006, p. 14-17). Table 2.2 demonstrates specific questions about the issues which are evaluated to define survival/self expression dimension and their results according to World Values Survey 2011.

Source: <http://www.worldvaluessurvey.org/WVSContents.jsp>

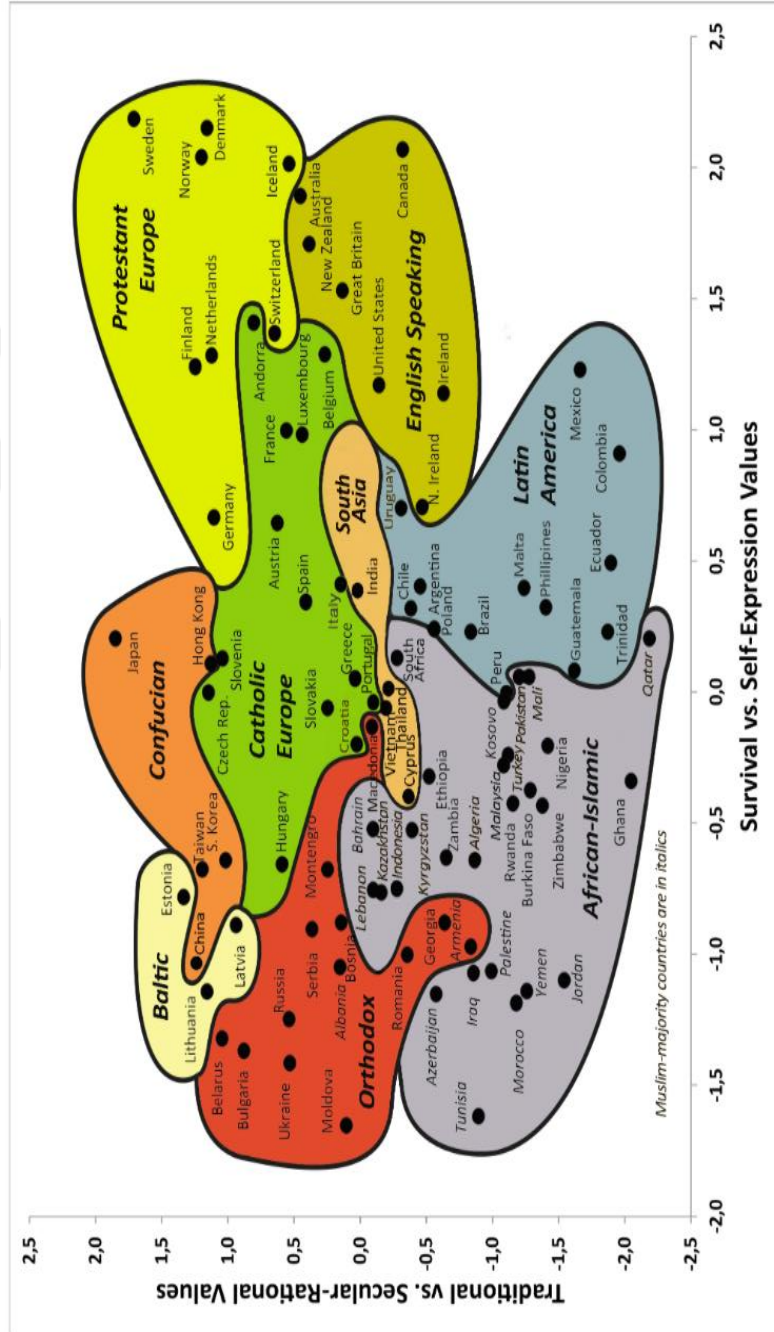


FIGURE 2.2 Inglehart's Cultural Map

TABLE 2.2 Comparison of Turkey and the USA based on Inglehart's Survival/Self Expression Dimension and World Values Survey 2011

	Turkey	United States
“I would not like to have immigrants/foreign workers as neighbors”	30.5%	13.6%
“I would not like to have homosexuals as neighbors”	85.4%	20.4%
“Most people can be trusted”	11.6%	34.8%
“Government ownership of business and industry should be increased”	7.4%	2.3%
“Hard work is an important quality to teach a child”	72%	66.4%
“When jobs are scarce men should have more right to a job than women”	59.4%	5.7%
“Imagination is an important quality to teach a child”	28.3%	30.5%
“I have signed a petition”	9.8%	60.1%
“I have joined in boycotts”	4.5%	15.5%

Table 2.2 (Continued)

“I would never join in boycotts”	67.6%	32%
“Friends are very important in my life”	58%	53.5%
“Tolerance and respect for other people are important qualities to teach a child”	61.4%	71.8%
“I have much free choice and control over my life”	53% (Sum of three highest responses in the Likert scale.)	61.2% (Sum of three highest responses in the Likert scale.)
“I favor more emphasis on the development of technology”	58.6%	48.9%

Turkey is industrialized later than the USA. Industrialization is still in progress in Turkey; however, United States is called a post-industrial society (Armingeon and Bonoli, 2008). Members of societies who are nervous about their future due to the bad economy, wars, and health problems tend to contrast their values on material values. However, members of welfare societies will adopt post-materialist values like equality, environmental issues and self-expression (Inglehart, 2006). Since Turkey is a developing country, materialist values that Inglehart points out are adopted by Turkish society (postmaterialism rate of Turkey is 32.2%, of the USA is 23.2%). Furthermore, the social capital is too low in Turkish society. 11.6% of attendees think that most of the people in Turkey are credible. This rate is much higher in the United States (34.8%) (www.worldvaluessurvey.org).

2. 5 Corporate Culture and Corporate Values

As discussed in the previous parts, values are one of the most important components of culture; likewise, corporate values are essential for corporate culture. Therefore, corporate culture is briefly discussed before in-depth analysis of corporate values. Organizational culture and corporate culture are generally used alternatively; however, there is a minor difference between them that is caused due to the difference between organization and company. Organizational culture limits the concept with non-profit organizations and public organizations. Corporate culture refers to culture of companies and firms that exist for profit (Alvesson and Berg, 1992). Therefore, organizational culture is also included in the literature while defining the term. Afterwards, corporate values are defined and discussed regarding values communication, categories of corporate values and value creation in organizations.

2. 5. 1 Corporate Culture

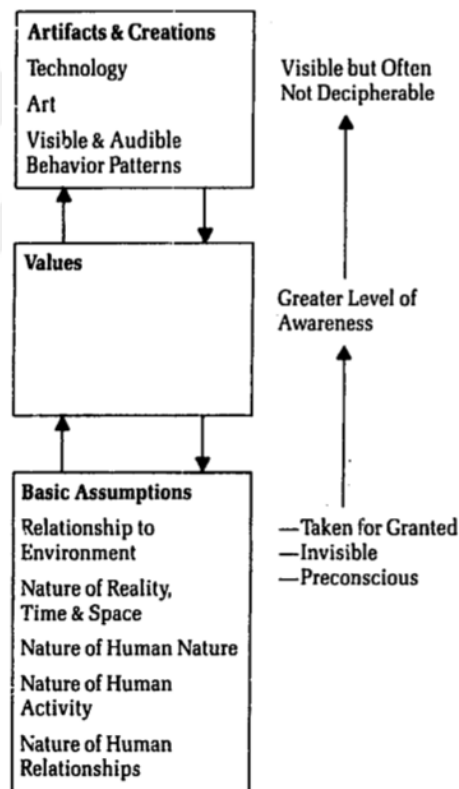
Organizations are like individuals in a society. They have identities, responsibilities and values. Each organization is born into or create a culture. The culture which they exist in determines their way of looking life, their manner in business. It is quite hard to define culture of an organization. Liker and Hoseus (2008) explain this situation with the difficulty of uncovering minds of people. Liker and Hoseus (2008, p. 31) further point out that when anthropologists meet with a new culture the first job to do is observing lives of people. It is similar for the organizational structures. What organizational members feel and do, and how they react to problems or issues, gives clues about culture of an organization as Schein highlights in his definition.

Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”

(Schein,1984, p. 3)

Schein's definition is one of the widely used and accepted definitions of organizational culture. Schein emphasizes the most important characteristics of it such as dealing with internal and external environment at the same time. This is because, embracement of the culture by organizational members, and its true reflections to the outside is significant. Organizational culture in the widest sense is a structure of common beliefs, values and meanings (Smircich, 1983; Louis, 1985). Corporate culture has different components; Schein (1984) summarizes them with the relationship between each other (see Figure 2.4).

FIGURE 2.3: The Levels of Culture and Their Interaction



Source: Schein (1984, p. 4)

The first level “artifacts and creations”, is observable level of organizational culture such as equipment, dress codes, behavior of employees and written rules. Artifacts are noticeable; however, it is difficult to make sense out of them. The deeper level which is “values” must be considered for a better understanding of

artifacts and creations. It is not compulsory to be declared in written form; basic rules of behaviors known by the organizational members like how to dress and how to talk are also called “values” (Liker and Hoseus, 2008). The last level, basic assumptions, includes profoundly accepted beliefs which are not needed to question in the organizational routine. Assumptions are “ultimate, non-debatable, taken-for-granted values”, whereas values are “debatable, overt and espoused” Schein (1992, p.4). Liker and Hoseus (2008, p. 34) exemplify “assumptions” level with the ambition for winning of American people. This is because they just assume that everybody wants to achieve something and earn money. They accept it natural to be ambitious and do not try to find a reason for this behavior.

2.5.2 Corporate Values

Corporate values and their importance in terms of organizations are argued by numerous organizational researchers. This is because corporate values function as building block of corporate cultures (Lewis, Goodman and Fandt, 1998). Values are the most important element of organizational culture (Chen and Tjosvold, 2008). Corporate values shape the soul of an organization.

Value is “the most distinctive property or defining characteristic of a social institution” (Rokeach, 1979, p.51). Rokeach’s definition of organizational values points out the uniqueness of values for every organization. Values are main beliefs that reflect the importance of things in an organization (Gellermann, Frankel and Ladenson, 1990). Fagiano (1995) “Personalities and cultures are formed by values because, quite simply, values state what is important to individuals and businesses”. Therefore, organizational values are guides for internal and external stakeholders who want to learn about the organization. Likewise, values help organizations to tell about themselves. Values emphasize the organizational ideals (Chen and Tjosvold, 2008). The ideal image that company wants to create can be reflected via corporate values.

Values are guides for employees and executives to manage organizational issues. Values are “organization’s essential and enduring tenets- a small set of general guiding principles” (Collins and Porras, 1991, p. 73). Organizations need guides

also in hard times. They “[...] can serve as a guide and as a way of dealing with uncertainty of intrinsically uncontrollable or difficult events” (Schein, 2004, p. 29). Values underlie mission and business strategies of most of the companies, and they are considered as a must to hold the company together (Williams and Ferris, 2000). Thus, lack of values system in an organization limits collaboration and causes organizational conflicts (Rokeach, 1976; Şişman, 2002). Organizational values provide cohesion (Rokeach, 1979), so they are fundamental for harmony and consistency.

Cardona and Rey (2008, p. 91) assert three criteria that are required to call core values as reliable: consistency with mission statement, authenticity and up-to-dateness. The values statement must be in line with mission of the organization because they draw a framework to achieve missions. The authenticity of values statements is ensured by adaptation of it by internal stakeholders. Lastly, the values statement must cohere with current practices of the company.

Corporate values have a major role in organizational decision-making (Rokeach, 1976; Ali and Amirshahi, 2002; Mele´, 2003; Smith, 2007), organizational choices (Hoerber, 2004, Smith, 2007; Kuisma, 2017), organizational behavior (Rokeach, 1976; Peters and Waterman, 1982) and employee behavior (Andrews and Rogelberg, 2001). It is assumed that values affect decisions about daily activities and personal interactions of employees of a company (Lankau et al., 2007). Researches about business ethics demonstrate that values are effective in ethical decision-making (Fritzsche and Oz, 2007). Values in organizational structures are in relationship with loyalty, managerial satisfaction and organizational competition (Ali and Amirshahi, 2002).

Corporate values also guide decisions about organizational changes. Osborne (1991) exemplifies this role of corporate values with case of General Electric Company. In 1986, chairman of General Electric wanted to direct efforts of the company to technology and market leadership; he formed a corporate values statement in this direction (Osborne, 1991). Starting the change from corporate values highlights the importance of corporate values. As aforementioned, corporate

values statements are guides for organizations. One of the most important times when organizations need a guide is case of crisis. A classical but prominent example of guiding role of values is Tylenol case. Tylenol is a drug brand of Johnson & Johnson Company. In 1982, 7 people died due to cyanide in Tylenol capsules. Sales and market share plummeted. However, thanks to successful crisis management of the company, sales reached 70% of the former sales in five months and 100% in 3 years. Chairman of the company, attributes this success to follow-up of 40-years credo of Johnsons & Johnsons. (Osborne, 1991; Murphy, 2005). Hence, corporate values are also included in reactive public relations programing, as well as proactive plans.

According to Morsing and Thyseen (2003), corporate values establish basis for corporate social responsibility (CSR) practices of companies. Companies start their CSR practices based on their values (Crosbie, 2002), because values show why it is important to adopt that CSR perspective (Idowu and Filho, 2009). Statement of values show their standing against external and internal stakeholders. They say that ‘this company respects and values you based on these principles’. In fact, contributing to society is regarded as supporting basic human rights. United Nations Declaration on Human Rights Defenders, Article 18 proposes that:

Individuals, groups, institutions and non-governmental organizations have an important role to play and a responsibility in safeguarding democracy, promoting human rights and fundamental freedoms and contributing to the promotion and advancement of democratic societies, institutions and processes. Individuals, groups, institutions and non-governmental organizations also have an important role and a responsibility in contributing, as appropriate, to the promotion of the right of everyone to a social and international order in which the rights and freedoms set forth in the Universal Declaration of Human Rights and other human rights instruments can be fully realized.

As United Nations (2016) emphasizes, protecting and promoting the democracy is a duty of organizations. Protection of fundamental values do not only contribute to the society but also strengthens the organizational culture. The globalization is influential on CSR practices of companies due to necessity of aligning with international market (Moon, 2007). Global non-governmental organizations enable

an environment for support of global human rights (Stohl, Stohl and Townsley, 2007).

Corporate values that are linked with corporate responsibility are: responsibility, taking responsibility for society, respecting the environment, sustainable growth and development (Kuisma, 2017, p. 46). “Corporate values, particularly with regard to ethical behavior and social responsibility, have received a great deal of attention in the aftermath of the Enron and Worldcom debacles in previous years” (Flouris and Lock, 2016, p.55). Enron was an energy company and was called as one of the most innovative corporations in 1990s. In 2001, Enron bankrupted due to manifestation of systematic fraud in accounting (Li, 2010). Enron had corporate values but they were not internalized, because well-adopted values encourage to be socially responsible and tells what not to do (e. g. cheating, fraud) (Stohl, Stohl and Townsley, 2007). Lencioni (2002) defines corporate values of Enron as the hollowest values. In a nutshell, there is a positive relationship between follow of corporate values and being socially responsible in the eyes of stakeholders.

There are numerous studies that emphasize the positive effect of organizational values on organizational performance and on accomplishing goals (Peters and Waterman, 1995; Barrett, 1998; Chu; 2001; Gregory et al., 2009; Johnson, 2009; Wang, 2009; Jaakson, 2010; Dolan and Altman, 2012). Corporate values encourage organizational members to think about the long term. They are “... foundation of attitudes and practices that will lead to the enhanced long-term success of the firm” (Osborne, 1991, p. 28). Today, companies want to be a part of social values and create them. “Value creation is the *raison d’être* of firms: by devising and implementing strategies, firms create value for their customers and obtain returns for their owners” (Woiceshyn and Falkenberg, 2008, p. 85). In this way, they can create a competitive advantage which serves for the main aim of the company: profit making.

Values define the loyalty towards the organization to achieve the goals and desires of the organization (Anderson, 1998, p. 23). Values are the basis of the organizational achievement philosophy which provide a common sense of

direction for the employees (Deal and Kennedy, 1982). Peters and Waterman (1982) advocate the same point of view; corporate values and beliefs are related with organizational belonging and performance. According to Kitchen and Schultz (2001, p. 12) values should be a sign for strategic aim, be shared by a large group of people for aspiration and focus on achievement. Success and life-force of a company are in a direct relationship with values like creativity, innovativeness, energy, courage, willingness to take risk, and self-reliance (Dolan and Altman, 2012). Pearce and David (1987) correlate financial performance and corporate statements; companies in Fortune 500 list (which are good in financial performance) put emphasis on statements of values and beliefs.

Peters and Waterman (1995, p. 285), mention some specific values that excellent companies have: (1) faith in being the best, (2) faith in the significance of the details of execution, (3) faith in the significance of human as individuals, (4) faith in outstanding quality and service, (5) faith in innovation and keeping trying, (6) faith in the significance of informality for a better communication and (7) faith and recognition of significance of growth and making profit. Positive influence of core values on organizational performance is supported by Deal and Kennedy (1982). According to them, core values determine the character of the organization and differentiate it from other organizations; therefore, the organization creates an environment in which the personnel feel themselves special. Thereby, they are motivated to work in accordance with the values.

Barrett (2017, pp. 132-133) in his study of *Values-Driven Organizations* argues seven level of corporate consciousness which are (1) survival, (2) social relations, (3) self-respect, (4) transformation, (5) internal adaptation, (6) difference-making and (7) service levels. The first three levels are about basic needs of organizations which including financial and profitability processes. The fourth level focuses on perpetual renewal. At this level organizations try to abstain from strict hierarchies and try to be accountable towards employees. The last three levels lay emphasis on common benefits, pay regard on humanity and environmental issues. Barrett further argues that companies which focus on the first three levels have hierarchical and bureaucratic structures. They can have high financial

performances but employees do not feel themselves free, and their loyalty towards the company decreases. It can harm the company in the long term. Similarly, only focusing on the last three levels does not contribute to success of the company in the long term because they cannot perform financially at utmost level.

The importance of Barrett's (2017, p. 149) levels of corporate consciousness for this thesis depends on the values that he attaches with each level. Barrett asserts that survival level companies have values of financial stability, profit-making, work health orientation and security. The second level includes values of open communication, loyalty, customer focus. The third level focuses on being productive, efficient, quality-oriented, perfectionist. The fourth level values adaptation, accountability, teamwork and continuous learning. The fifth level highlight trustworthiness, loyalty, honesty, morality, creativity, and passion. The sixth level values are environmental consciousness, collaboration, employee happiness orientation. The last level includes social responsibility, future orientation, love and long term orientation.

There are also opposite views about effectiveness of corporate values. Humble, Jackson and Thomson (1994) assert that sometimes, corporate values statements are superficial and they do not reflect reality. "The real values continue to be what people on the whole really believe, not what is on the poster or in the video" (p. 35). Nevertheless, they reflect what is valuable in a culture, although they do not show the reality. This is because what companies give priority and announce as values are also about their culture.

2.5.3 Corporate Statements and Values Communication

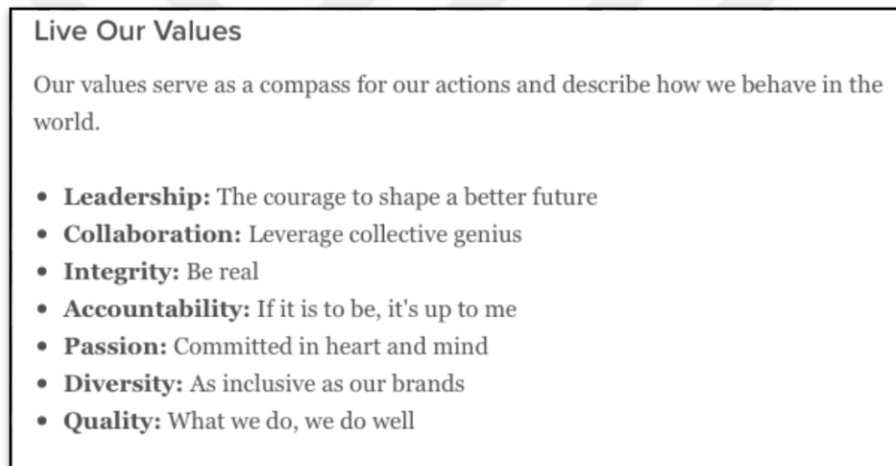
Companies can state their stance, philosophy, thought system, beliefs and values in several different forms. Values statements, corporate credo and code of ethics are three of them (Murphy, 2005).

Values Statements: They are declaration of organizational values in written forms. According to Humble, Jackson and Thomson (1994), written corporate values

affect employee behaviors more than verbal ones. Number of values in statements is generally between 3-10. Values statements include ethical, economic or social values (Murphy, 2005). These statements can be stated as “our values”, “our core values”, “about us”, “our culture”, and “our values statement”. Figure 2.4 is an example of values statement.

Corporate Credo: Credo includes beliefs and responsibilities of companies. They are mostly lengthier than values statements and written in paragraph forms. They support the corporate culture (Murphy, 2005). Figure 2.5 demonstrates the first two paragraphs of corporate credo of Johnson and Johnson.

FIGURE 2.4: Values Statement of Coca Cola Company



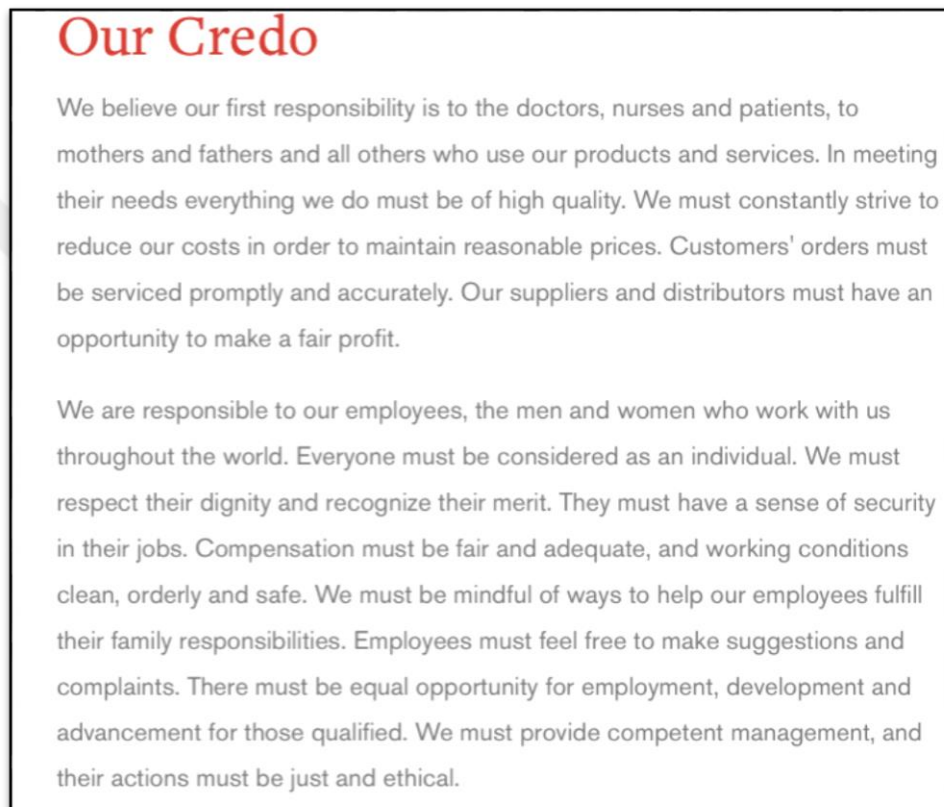
Source: www.coca-colacompany.com

Code of Ethics: Code of ethics includes ethical manner of the company. Their length changes in a range between 2 and more than 100. Code of ethics points out norms about giving and taking presents, relations with financial stakeholders, civil rights, and diversity (Murphy, 2005).

Corporate statements including corporate values can be transmitted to stakeholders in several ways. Organizations can use direct, indirect, formal or informal ways for values communication (Tudor, 1988). Advertising, corporate videos, social media

accounts, websites, annual reports, shareholder letters, mission statements (Wenstop and Myrmel, 2006) intranet, bulletin boards, corporate publications (brochures, magazines, posters), presentations enable companies to indicate their corporate values (Tudor, 1988). The company can use one of these mediums or it can use many of them at the same time.

FIGURE 2.5: Corporate Credo of Johnson & Johnson Company



Source: www.jnj.com

2.5.4 Categories of Corporate Values

There are categories of corporate values for some researchers based on different dimensions. Also, values are sometimes used as synonyms of different terms. For instance, values often refer to ethics; but they are different terms. “Values can be ethical, unethical or simply non-ethical” (Henry, 1998, p. xiv). Ethical values are only a part of whole values system. According to Lencioni (2002), there are four

categories of corporate values: (1) core values, (2) aspirational values, (3) permission-to-play values, and (4) accidental values. Core values are deep-rooted, cultural milestones that act as a compass for organizational actions. Aspirational values are like primitive form of core values; the organization wants to have it in the future but it has not become a core value yet. Permission-to-play values are also not accepted as core values but they define basic behaviors in the organization such as being helpful to team members. Accidental values show up in time by daily routine of employees; they do not exist due to effort of executives (Lencioni, 2002). Lencioni's categorization of values can be defined based on interview with the management of the organization.

Cardona and Rey (2008, p. 94) sorted 4 types of corporate values in their study: (1) business values, (2) relational values, (3) development values and (4) contribution values.

- *Business values:* They reflect the values that are about profit-generating such as persistence, productivity and efficiency.
- *Relational values:* Relational values are about interpersonal relationships. This kind of values include values like team spirit and respect for each other.
- *Development values:* They lay emphasis on improvement. Creativity, inventiveness, innovativeness are examples for development values.
- *Contribution values:* Contribution values pay regard to business relations. Therefore, values that can enhance business-related stakeholders are in this category such as customer-orientation and social responsibility.

Dolan, Garcia and Richley (2006) suggest 3 types of organizational values that influence behavior of individuals: (1) economic-pragmatic values, (2) ethical-social values and (3) emotional-developmental values. Economic-pragmatic values are needed to ensure an organizational system that hold sub-systems together. Values about efficiency, discipline and performance are included in this type of values. Ethical-social values are about in-group relationships. Honesty, loyalty, respect to each other are examples for ethical-social values. These values affect

other types of values (economic-pragmatic and emotional-developmental). Emotional-developmental values include values about happiness, freedom, innovation, development, creativity, adaptability and self-actualization.

Wenstop and Myrmel's (2006) categorization of values is based on the location where core values are found. "Core values" are located with code of conduct and credo. "Protected values" take place in the part where organizational goals are stated; also, they are necessarily involved in annual reports. The last category, created values are espoused values and they are felt in organizational activities.

2. 5. 5 Value Creation in Organizations

When human values are considered, it is possible to talk about several factors that affect value formation of an individual such as education, social learning, cognitive learning (Beech and Schoppe, 1974; Carlton, 1995; Knafo and Schwartz, 2004). Similarly, corporate values are originated due to many influences. Humble, Jackson and Thomson (1994) discusses creating values in accordance with business strategies. Dolan, Garcia and Richley (2006, pp. 43-45) propose 9 factors that are effective in the formation of organizational values: (1) values of founder, (2) values of the current management, (3) values of the employees, (4) training, (5) the present legislation, (6) the laws of the game in the market, (7) prevalent social values of the age (8) history of achievements and fizzles of the company, and (9) cultural values.

1. Values of the founder: The role of founders in shaping organizational values is hard to deny. Founders are the main sources in creating culture for organization (Flamholtz and Randle, 2012). Founders specify ways of thinking, roles of employees, solutions for some problems while establishing the organization. Most companies adopt them as values. For instance, Apple Corporation's founder Steve Jobs has a major role in forming an effectiveness and productivity oriented culture at the company. (Schein, 2010; Kaliannan and Ponnusamy, 2014).

2. *Values of the existing management:* Rowsel and Berry (1993) state that leader of an organization is responsible for the presentation and protection of values. Leaders and executives of an organization can ensure continuity of values, can revive them or adjust them. According to Bean (1993, p. 95), “Every enterprise is driven by its leaders’ individual and collective values whether those values are consciously understood or unconsciously influential, spoken or unspoken, written or recorded”. Anderson’s (1998) study emphasizes that leaders’ comprehension of employees’ belief systems is necessary to pass on organizational values to internal stakeholders.

3. *Values of the employees:* Employees are also determinant in shaping corporate values. Beliefs and values of employees affect and are affected by the organizational values. Their comprehension and adaptation of organizational values are necessary for survival of the values (Cardona and Rey, 2008). Persistency of values in an organization is only possible with integration of organizational members with the values. The values system should be promoted and transferred to new members to ensure continuity of corporate values system (Wiener, 1988). Furthermore, if members of an organization embrace corporate values, there will be an emotional contract between the organization and its members (Blau, 1964).

4. *Training:* Providing training for organizational members is efficient for adaptation of values. Values are learnable; therefore, they can be thought by the organizations (Hendel and Steinman, 2002). Written materials, courses or seminars can help employees to learn or remember the values. Also, counselors have a role to consult employees about right and wrongs. However, training and counseling are not proper for teaching values such as honesty. Values like teamwork orientation and efficiency may be thought through training programs.

5. *The present legislation:* Laws and legislation may force organizations to adopt some organizational values. Generally, laws about anti-corruption, environment, work safety, fiscal system, insurance affect values systems of organizations. Sagar, Mead and Bampton (2009) claim that if companies do not behave in accordance

with laws they are forced to behave in appropriate way. Therefore, there is a relationship between corporate values and laws.

6. The laws of the game in the market: There are some unwritten rules in certain markets. Especially, when it comes to competition, organizations should adopt some values for long-term advantage. International market with the advancement of globalization has new rules; “in order to compete in an international market, organizations have had to consider the significance of values such as diversity, corporate social responsibility and innovation” (Clegg and Bailey, 2007, p. 306).

7. Prevalent social values: There are some prevalent values for certain ages. For example, at the beginning of last century, “confidentiality” was outstanding; today, “transparency” is valued by companies. While employees were insignificant in the last century, they are called as “organizational members” in current organizational structure. Therefore, it is consistent to expect organizational values that dignify employees in this century.

8. History of achievements and fizzles of the company: Organizations are likely to adopt values that are equated with an organizational success. Likewise, if values coincide with failures, companies can revise the values.

9. Cultural values: Societal values and organizational values are influenced from each other. There are many studies that analyze this relationship. Since this interaction is under the scope of this thesis it is discussed in detail in the next section.

2.6 The Relationship Between National Culture and Corporate Culture

Cultural values are significant external factors for organizations in a society. Getting approval of the society, adopting to external environment and integrating it to their internal environment are crucial for organizations (Schein, 1983; Sagiv and Schwartz, 2007). Role of national values on corporate culture has been subject to many important studies (Allaire and Firsirotu, 1984; Hofstede et al., 1990; Trice

and Bayer; 1993; Pepper, 1995; Lee and Barnett, 1997; Trompenaars and Hampden-Turner, 1998; Sagiv and Schwartz, 2000; Dickson et al, 2000; Hofstede and Peterson 2000; Ide, 2003; Nelson and Gopalan, 2003; Wang and James, 2005; Sagiv and Schwartz; 2007; Gerhart, 2008; Peterson, 2010; Kwantes and Dickson, 2010; Eğinli and Çakır, 2011). The studies approach the culture issue from different point of views and measure it based on different dimensions. Stohl (2001) argues that two approaches in national culture researches, convergence and divergence, are also found in corporate culture.

There are scholars who provide strong evidences about divergence in organizational cultures. Lee and Barnett (1997) suggest that the differences between organizational cultures of companies in Japan, Taiwan and the USA is due to differences in national cultures. Trompenaars and Hampden-Turner (1998) explain national influences on corporate cultures based on 4 types of corporate cultures: (1) “the family” culture, (2) “the Eiffel Tower” culture, (3) “the guided missile” culture and (4) “the incubator” culture (p. 158). Dominant corporate culture in a country may be one or more than one of these types. The organizations which have family culture are mostly seen in late industrialized societies such as Greece, Turkey, Japan and Spain. Having “family culture” indicates that organizational relationships are close but hierarchical. The leader is a father figure. Managers feel themselves responsible of daily life issues of employees. This type of culture is power-oriented and high-context. The Eiffel Tower culture represents a culture in which organizational roles are directed by a hierarchically superior manager. However, relationships are not close like family culture. There is a distinct difference between personal life and business life. Individuals at different levels of hierarchy have different roles and they are supervised by higher levels. Plans, systems, directions are essential. Germany, Austria and Denmark are examples for countries that generally have Eiffel Tower cultures. The guided missile culture is egalitarian unlike the first two culture types. Relationships are not close; loyalty towards work is more important than loyalty towards the organization. Groups are provisional; they work based on projects. “Problem-solving”, “change-orientation” and “loyalty” are important values for this kind of culture. Large companies in the USA and UK are examples the guided missile

cultures. The incubator culture highlights self-expression and self-achievement. “Creativity”, “free thinking” and “innovation” are valuable in this culture. There are not hierarchical structures in incubator cultures. Companies in Sweden, in the Silicon Valley, Boston in the USA or in Silicon Glen in the UK have incubator cultures (Trompenaars and Hampden-Turner, 1998).

Wang and James (2005) in their exploratory study in which they examine the relationship between national culture and organizational culture on the basis of websites of companies, claim that national cultures take role in the formation process of organizational culture. They base their national culture view on Hofstede’s (1991) dimensions. Eğinli and Çakır (2011) analyze corporate culture in the scope of corporate philosophy, corporate behavior, corporate communication and corporate design. Findings of their study point out that corporate culture of countries from different nations show similarity with Hofstede’s (2001) cultural dimensions.

Sagiv and Schwartz (2007) analyze the relationship between national values and corporate values pursuant to Schwartz’s (1999, 2004, 2006a) cultural dimensions. They claim that organizations in embedded cultures are like families. Organizational members are likely to work for their teammates; they work in accordance with goals of the company. On the other hand, organizations in high autonomy cultures give importance to self-reliance. Personal interests and choices, and developing personal ideas are approved in these cultures. In hierarchical cultures, organizations appoint identified roles to its members. Members seek for organizational benefits before their personal benefits. The management wants members to contribute goals of the company. Mastery-oriented national cultures influence corporate cultures in terms of social roles of members. They are expected to master and transform the organizational environment. Mastery oriented corporate cultures value dynamism and competition. Harmony-oriented cultures do not force transformation in organizational setting. Comprehension, unification and preservation of the organizational world is anticipated (Sagiv and Schwartz, 2000; Sagiv and Schwartz, 2007).

Theorists who advocate convergence, attribute the correspondence between countries to different reasons such as capitalism and globalization. Nelson and Gopalan (2003) claim that there are indications of convergence in organizational cultures. Results of their study indicate that advanced capitalism eliminates differences between corporate cultures in different national settings; although findings are not severe (p. 138).

Ide (2003) asserts that organizational cultures are affected by national cultures; however, there are some factors that affect the level of influence. For instance, strong organizational cultures are not likely to be affected by national cultures. “Whether the culture is Asian or European or North American, a large organization with many employees improves efficiency by specializing its activities but also by increasing and coordinating specialties” (Hickson et al., 1974, p. 64). There are other important factors that are more effective in forming corporate cultures. Ide further argues that there is convergence in organizational management features. Stohl (2001) defines the factors that create convergence in organizational cultures: the communicative requirements of global communication network, organizational changes due to international activities and systems of convergence named as competitive and institutional isomorphism (DiMaggio and Powell, 1983). Isomorphism is a process in which units of a group resemble other units that exist in same social conditions (Hawley, 1968). Competitive isomorphism means competition of organizations for customers and resources. Institutional isomorphism is about social and political fit. Organizations seek for legitimacy and try to adopt the external environment (DiMaggio and Powell, 1983).

CHAPTER 3

METHODOLOGY

3.1 Introduction

In the scope of this research, semantic network analysis was used to analyze the structure of corporate values of private companies in Turkey and in the USA. This chapter includes theoretical framework of the method used for the research. This study used content analysis to analyze the semantic social network which corporate values come into existence. Therefore, content analysis, social network analysis, semantic network analysis were explained. Also, the software used for the analysis –Pajek- is described and detailed information about sampling and data collection are provided.

3.2 Social representation

In a social group whether it is a nation or organization, there is a need for common social codes to sustain communication. A unit in a group is not meaningful by itself, it creates a meaningful whole with others (Höijer, 2011). Social representation theory is required to grasp how to make sense of values.

Social representation theory is developed by Moscovici based upon Durkheim's (1921) study of distinction between individual representations and collective representations (Sammur et al, 2015). Collective representations are "common morality or set of values upon which social solidarity is based" (Slattery, 2003, p. 73). They are shared means of perceiving, thinking and interpreting social reality (Höijer, 2011). Although Durkheim argues that collective representations and individual representations dissociate from each other, Moscovici advocates that they cannot be separated from each other. Social representations are possible as

long as individuals communicate (Moscovici, 2000). Moscovici (1973, p. xiii) defines social representations as:

"system of values, ideas and practices with a twofold function; first, to establish an order which will enable individuals to orient themselves in their material and social world and to master it; and secondly to enable communication to take place among the members of a community by providing them with a code for social exchange and a code for naming and classifying unambiguously the various aspects of their world and their individual and group history"

As Moscovici emphasizes in his definition of social representations, they make it easier to evaluate the external environment within the social context. From another point of view, social representations create social meanings. The social group builds up its own comprehension of social reality. Therefore, members of the group interpret their surroundings in a similar way (Sammut et al, 2015). Social representations tie societies and organizations (Höijer, 2011). They are created thanks to communication, and they are reproduced in the social process (Sammut et al, 2015; Höijer, 2011). Therefore, representations are processes and products at the same time just like cultures.

Social representations are visual, linguistic and discursive phenomena (Moscovici, 1984; Jovchelovitch, 2007; Markova, 2008) which are also, heterogeneous and dynamic (Jovchelovitch, 2008). The meaning and knowledge that representations include can be interpreted by analyzing visual, linguistic and discursive elements. "The formation of representation is a public affair, a context-dependent process that relies on the social, political and historical conditions that shape specific contexts" (Jovchelovitch, 2007, p. 11). A structure like this is only possible by the virtue of connective function of communication in social networks.

Researches about social representations do not only focus on human beings like in traditional social psychology; they are also interested in organisms that are created by human beings such as literature, art, science and organizations (Moscovici, 1988). Content analysis and its derivatives are required to reveal social representations.

3.3 Content analysis

Content analysis is a popular quantitative method in social sciences. It is a “research technique for the objective, systematic and quantitative description of manifest content of communication” (Berelson, 1952). It is a widely acclaimed research method to study content of texts. Content analysis is often used for the analysis of semantic networks (Carley, 1993). It is also substantially used to study social change in the areas of sociology and communication (Danielson and Lasorsa, 1997).

3.4 Social Network Analysis and Semantic Network Analysis

Data in social sciences are ingrained in symbols and cultural values which are established owing to meanings, definitions and motions. Therefore, there is a need for interpretation of relations between data (Scott, 2017). The relations that constitute networks enclose cultural meanings (White, 2008). Social network analysis focuses on these relations in documentary research.

Social network analysis is an arm of graph theory (Harray and Norman, 1953) that symbolizes individuals or groups as points and relations between them as lines (Carrington et al, 2005). Semantic network analysis is an alternative content analysis method (Krippendorff, 2004). It concentrates on ties between countries, organizations and people which connect each other and construct networks. Thanks to semantic network analysis it is possible to analyze social relations. (De Nooy et al, 2011). It tries to find out the structure which is represented by the units that are connected each other via social network.

Semantic network analysis is discussed as a new research paradigm. It has its own software for analysis, methods and theories. Researchers in organizational studies do social network analysis, since analyzing social structures and relationships yields significant results about individuals, groups and organizations (Borgatti, Everett and Johnson, 2013; Brass et al 2004). Semantic network analysis does not require a priori categories. The relationship between words and concurrence of

them are identified thanks to computer analysis. The aim of semantic network approaches is to find answers to questions that are not literally contained in a body text but are implied by it (Young, 1996). There can be countless interactions between different units (e.g. societies, organizations or individuals) but these relations are different from each other conceptually. Semantic network analysis conceptualizes the different types of relations in a network and signifies them.

3.5 Sampling

Private companies that are listed in Fortune 500 ranking of Turkey and the United States of America in 2016 are selected for the sample of the research. Fortune 500 list is chosen because companies with better financial performance attach special importance to values (Pearce and David, 1987; Curtis 2005; Van Lee et al. 2005). There are numerous studies that use Fortune magazine ranking for sampling in public relations studies (e.g. McCorkindale and Morgoch, 2013; Yang and Kent, 2014; Jonsen et al., 2015; Craig, Nogondo and Flynn, 2016) Therefore, Fortune 500 companies provide an opportunity a better framework for the study. Governmental organizations are not included in the research. The list of companies with availability of values statements is provided at the Appendix A and Appendix B.

TABLE 3.1 Numbers of Companies in the Sample

Country	Number of private companies	Number of private companies that have corporate values
Turkey	491	228
USA	500	381

3. 6 Data Collection and Coding Procedure

The research was done between December 15th 2016 and March 30th 2017. The initial step of the study consisted of preparing two different lists for Turkish and American companies. Governmental organizations are not included in the research.

According to the list, corporate websites of each company were visited and they are searched for values statements. If values statements were not easily reachable in the website (if they are provided in special documents such as annual reports), search engine sections of websites were used. The last try to find the values statements was using Google search engine. The search was done with keywords of “values”, “our values”, “values statements”, “core values”, “corporate values” and “organizational values”. Turkish definitions of these terms were used for Turkish companies (*değerler*, *değerlerimiz*, *temel değerlerimiz*, *kurumsal değerler*, *örgütsel değerler*). Websites with no available values statements were revisited 4 times during the process of data collection. When corporate values of a company were found, a screen shot was captured and saved. The companies which do not have values statements on their official websites are marked as “no values statements”. Values with headlines of “our philosophy”, “our beliefs”, “credo” are included if they have the characteristics of corporate values.

It is essential to code units to analyze them via network analysis. After completion of data collection, corporate values of each company were coded. Two independent coders evaluated the values statements and coded them separately. Different codes were determined and coders compromised in accordance with coding rules in a case of disagreement. The values which were decided upon are transformed into adjectives or nouns. The coding procedure followed these rules:

- If the values were stated by one word such as “honesty” and “leadership”, they were taken as they are.
- If the values were stated by sentences or paragraphs they were reduced to minimum number of words.
- The values were not assimilated to each other.
- If the values do not point out a specific subject, subjects are not included.

- Adjectives which indicate extent of a value such as absolute and solid were not included in the coding.
- Adjectives and adverbs which give a different meaning to a value such as courageously were included in the coding.

After completion of coding corporate values were tied to each other without company names to analyze the relationships between them via software. The connection was done in this way: from first to second value, from second to third value, from first to third value. Data preparation procedure was finished after connections were completed.

3.7 Application and Structure of the Semantic Network Analysis

The semantic network analysis is conducted via Pajek. Pajek is a free and non-commercial use software that enables to analyze and visualize large scale of networks. There are several researches that used Pajek to identify meanings and structures inside of texts in organizational research (e.g. Oberg and Walgenbach, 2008; Podnar, Tuskej and Golob, 2012; van der Meer, 2016)

Semantic meanings of corporate values statements were analyzed as two different networks for Turkish and American companies. The networks are simple, directed and one-mode. Definition of terms node, line, graph and network is necessary for better explanation of the methodology. ‘Node’ which is also called as vertex is “the smallest unit in a network” (De Nooy et al, 2011). Vertex represents an actor in a network such as a person or company. Each core value is a vertex in this study. Vertices are identified with numbers. ‘Line’ is a tie between two nodes. Terminal points of two nodes constitute the lines. They are either ‘directed’ which is called as arc or ‘undirected’ which is called as edge. In social network analyses, it is possible to tie all sorts of social relations. A number of nodes and a number of lines between them constitute a graph. Directed graphs have at least one arc. ‘Simple graph’ represents a set in which there are not multiple lines. One graph and several dimensions about nodes and lines establish a ‘network’. “A network is

called *semantic* when its nodes represent concepts or clauses and when these are linked to each other by more than one kind of binary relation.” (Krippendorff, 2004). The network analyzed by social network analysis can be ‘one-mode’ or ‘two-mode’. One-mode networks consist of rows and columns which represent the “same set of points or social actors”; in two-mode networks there are two different sets of points and lines that tie points in one set to points in other set (Borgatti and Halgin, 2005). All corporate values in Turkish and American networks were post hoc classified for comparison of the dimensions.



CHAPTER 4

FINDINGS AND ANALYSES

4.1 Introduction

This chapter includes findings of the research and detailed analysis of them. The analysis is done based on eight different dimensions which are valued core, clique, articulation points, input degree, output degree, input closeness, output closeness and betweenness. Analysis of the metrics displays only the significant and dense results; however, whole results lists of analysis are available on Appendix A.

4.2 Semantic Network Analysis Metrics of Turkish and American Networks

TABLE 4.1: Semantic Network Analysis Metrics of Turkish and American Networks

	Turkish Network	American Network
Number of nodes	198	252
Number of lines	553	623
Number of lines that have value 1	464	518
Number of lines that have value more than 1	89	105
Density of the network	0.01417731	0.00984949
Average degree	5.58585859	4.94444444

Table 4.1 sums up the basic results of the analysis of Turkish and American networks. There are 198 nodes in Turkish network which represent total of core values. The nodes establish 553 lines. 464 of these lines have value 1; 89 of them

have value more than 1. American network includes 252 nodes and 623 lines. 518 of the lines have value 1, 105 of them have value more than 1.

“Density is the number of lines in a simple network, expressed as a proportion of the maximum possible number of lines” (De Nooy et al., 2011, p. 73) Density of Turkish network is 0.014 which is not a dense network. Only 1.4% of the all possible directed lines is available. Network density of American network is 0.009. Therefore, 0.9% of the all possible directed lines is available in American network. Low density rates are good for this research because they enrich the research. Lower density indicates the diversity of the corporate values because it shows that there are many different corporate values in the networks. Density of a network depends on size of the network; therefore, it is not proper to compare two networks in terms of density. However, average degree centrality does not change with size of the network (De Nooy et al., 2011). Therefore, it is suitable to analyze differences between Turkish and American networks based on this dimension. Average degree centrality shows the average number of ties in a network. Both countries are close in terms of this dimension but Turkish network is more condensed than the American network. Turkey’s average degree is nearly 6; the USA’s is nearly 5. It says that one corporate value ties others 6 times averagely in Turkey, 5 times in the USA.

4.3 Valued Core Analysis

Valued core evaluates the units which are tied with a certain number of lines. It is defined based on multiplicity. It shows the minimum value of lines. Table 4.2 demonstrates the highest and lowest valued core levels of Turkish and American networks.

TABLE 4.2: All Max Valued Core Values (Turkish and American Networks)

	Turkish network	American Network
Dimension	198	252
The lowest value	1	1
The highest value	6	20

When valued core levels of Turkish companies are analyzed, it is seen that the lowest value is 1 and the highest value is 6. It means that values of Turkish organizations are tied to each other at least with 1 line and at most with 6 lines. American network's lowest value is 1; whereas, highest value is 20. Frequency distribution of valued core levels and a corporate value that represents each cluster is shown in the table 4.3.

TABLE 4.3 Frequency Distribution of Cluster Values (Turkish Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	143	72.2222	143	72.2222	Customer-valuing
2	31	15.6566	174	87.8788	Product-oriented
3	14	7.0707	188	94.9495	Honest
4	7	3.5354	195	98.4848	Trustworthy
5	1	0.5051	196	98.9899	Quality-focused
6	2	1.0101	198	100.0000	Customer-focused
Sum	198	100.0000			

According to the table 4.3, 143 of 198 values are tied with value 1; 31 of them are tied with value 2, 14 of them are tied with value 3, 7 of them are tied with value 4, 1 of them is tied with value 5 and 2 of them are tied with value 6. Since 143 of 198 values are tied with value 1, there is not a significant structure between them. Figure 4.1 shows the network between values which are tied with more than value 2. Colors and sizes of each point that represent a value are in accordance with the number of lines that they create. There is a table (see Table 4.4) of 10 most connected Turkish corporate values that demonstrate a dense structure.

TABLE 4.4: 10 Corporate Values with Most Valued Core Values in Turkish Network

	Freq.
Perfectionist	6
Customer-focused	6
Quality-oriented	5
Customer happiness-oriented	4
Initiative-taking	4
Trustworthy	4
Employee-focused	4
Committed to doing business in the best way	4
Product development-oriented	4

“Perfectionist”, “customer-focused”, “quality-oriented”, “customer happiness-oriented”, “initiative-taking”, “development-oriented”, “trustworthy”, “employee-focused”, “committed to doing business in the best way” and “product development-oriented” are the most important values in terms of valued core in Turkish network. They are the most repeated ones and the ones that create links with other values in the network. They reflect the common characteristics of the network.

Table 4.5 demonstrates the valued core levels of the American network. 211 of American core values are linked with value 1; therefore, they are not significant in terms of social network analysis. Since, it is interested in the relations between nodes. 14 core values are tied 2 times, 10 core values are tied 3 times, 4 core values are tied 4 times, 3 core values are tied 5 times, 1 core value is tied 6 times, 2 core values are tied 7 times. There are totally 6 core values that are tied 8, 9, 10, 11 and 14 times. Lastly 2 values are tied 20 times. These 2 values, decent and respectful, are the ones which establish the tightest relations. Figure 4.2 illustrates the network of core values that are connected more than 2 times. Table 4.6 shows the 10 most connected core values.

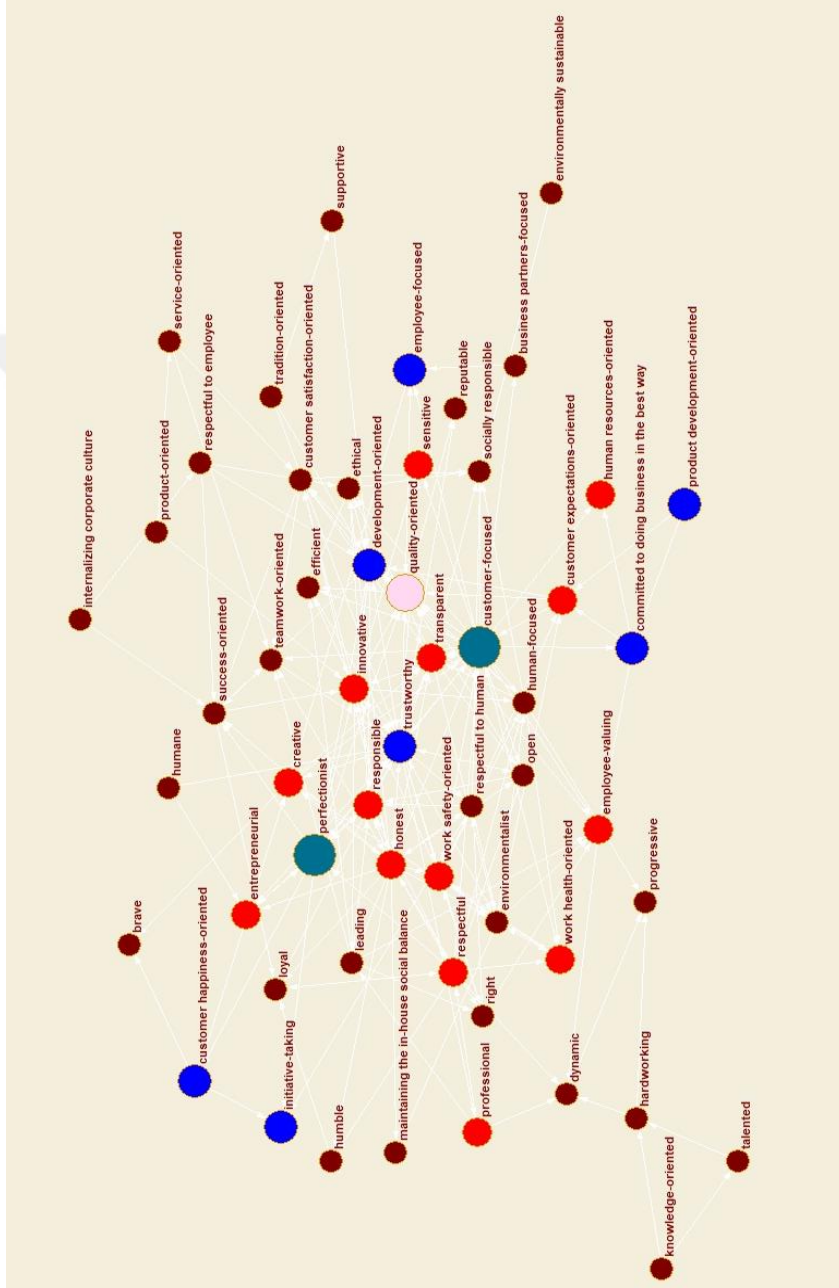


FIGURE 4.1 Network Between Values Tied with More Than Value 2 in Turkish Network

TABLE 4.5: Frequency Distribution of Cluster Values (American Network)

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
1	211	83.7302	211	83.7302	Accessibility-oriented
2	14	5.5556	225	89.2857	Socially responsible
3	10	3.9683	235	93.2540	Leading
4	4	1.5873	239	94.8413	Customer-focused
5	3	1.1905	242	96.0317	Health-oriented
6	1	0.3968	243	96.4286	Innovative
7	2	0.7937	245	97.2222	Service-oriented
8	1	0.3968	246	97.6190	Accountable
9	1	0.3968	247	98.0159	Perfectionist
10	1	0.3968	248	98.4127	Teamwork-oriented
11	1	0.3968	249	98.8095	Honest
14	1	0.3968	250	99.2063	Safety-oriented
20	2	0.7937	252	100.0000	Decent
Sum	252	100.0000			

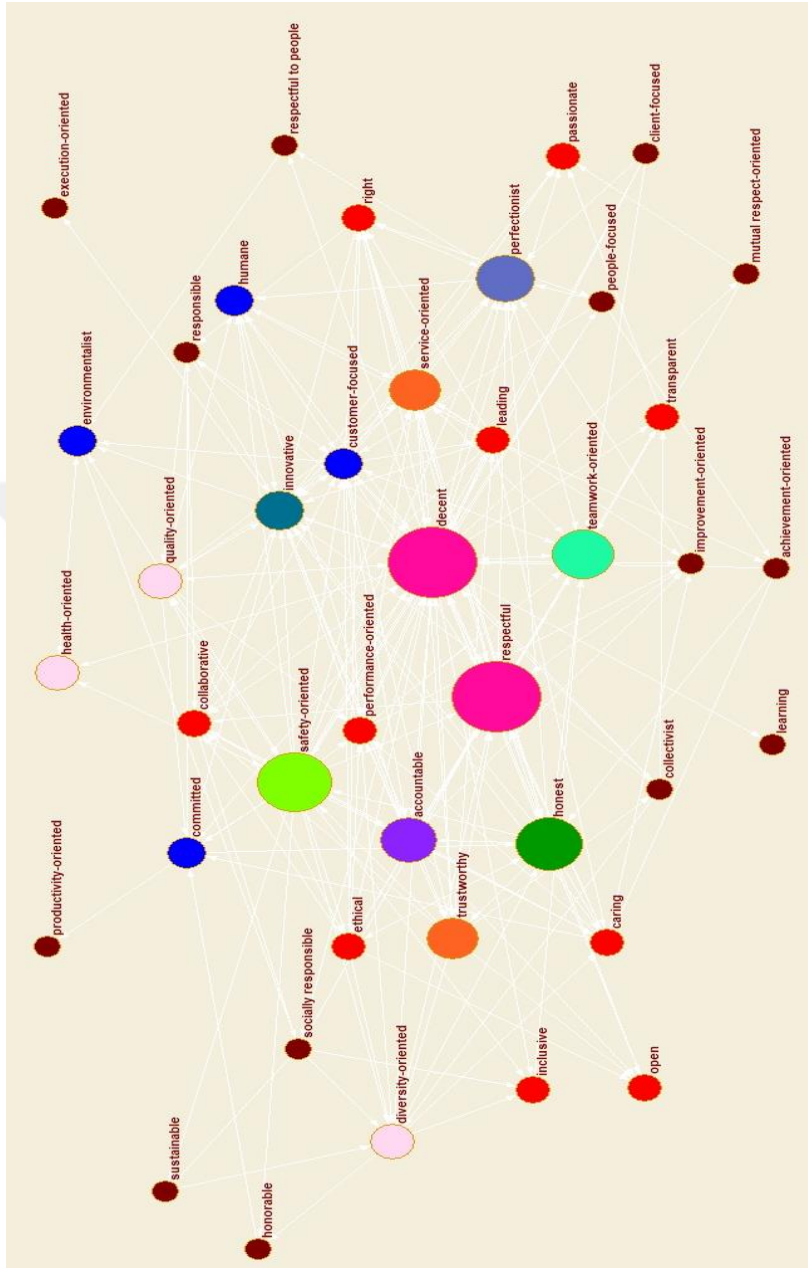


FIGURE 4.2 Network Between Values Tied with More Than Value 2 in American Network

4.4 Clique Analysis

TABLE 4.6 10 Corporate Values with Most Valued Core Values in American Network

	Freq.
Decent	20
Respectful	20
Safety-oriented	14
Honest	11
Teamwork-oriented	10
Perfectionist	9
Accountable	8
Service-oriented	7
Trustworthy	7
Innovative	6

“Decent” and “respectful” are the prominent values of American network; they are tied to other values 20 times. “Safety-oriented”, “honest”, “teamwork-oriented”, “perfectionist”, “accountable”, “service-oriented”, “trustworthy” and “innovative” are other important values for American companies. Minimum number of lines of these values is higher than other values in the network.

Cliques are cohesive subgroups that are constituted with two-way and directly connected three or more nodes. That is to say that cliques are “subnetworks with maximum density” (De Nooy, 2011, p. 85).

TABLE 4.7 Clique Directed (Turkish and American Networks)

	Turkish network	American Network
Dimension	198	252
The lowest value	0	0
The highest value	42	102

According to the Table 4.7, maximum number of cliques that one value creates is 42; whereas, it is 102 in American network. In other words, there are values that create 42 cliques in Turkish network and 102 cliques in American network.

TABLE 4.8 Cliques in the Turkish Network

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
0	188	94.9495	188	94.9495	2
6	5	2.5253	193	97.4747	3
12	3	1.5152	196	98.9899	1
18	1	0.5051	197	99.4949	24
42	1	0.5051	198	100.0000	5
Sum	198	100.0000			

There are 10 values that have direct connections with others which also means that they are prominent in Turkish network thanks to their connections. 188 of Turkish values do not create any clique; 5 values create 6 cliques, 3 values create 12 cliques, 1 value creates 18 cliques and 1 value creates 42 cliques. Figure 4.3 displays the network of values that create cliques with others. These values are also listed on Table 4.9.

TABLE 4.9 Corporate Values That Create Cliques in Turkish Network

Values (Turkish Network)	Freq.
Trustworthy	42
Innovative	18
Honest	12
Quality-oriented	12
Perfectionist	12
Open	6
Fair	6
Customer-focused	6
Development-oriented	6
Entrepreneurial	6

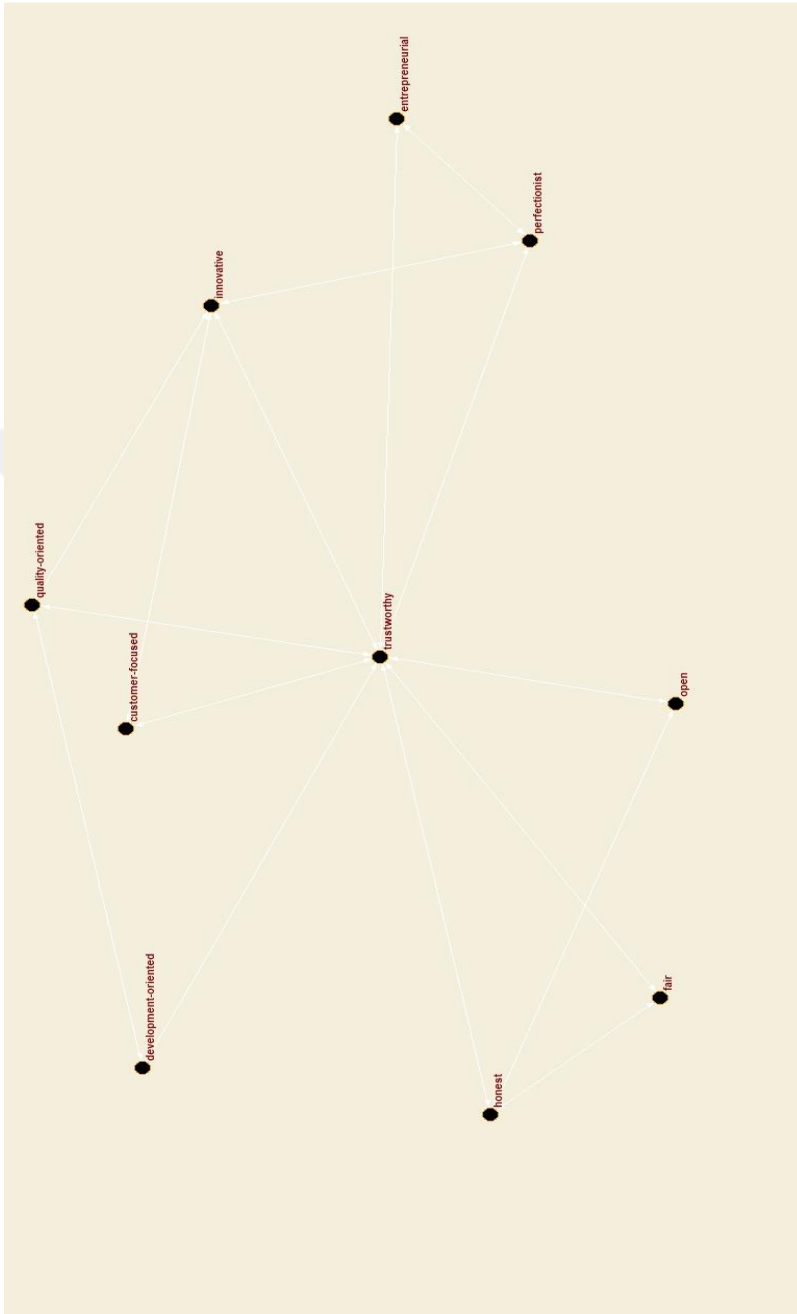


FIGURE 4.3 Directed Cliques of Turkish Network

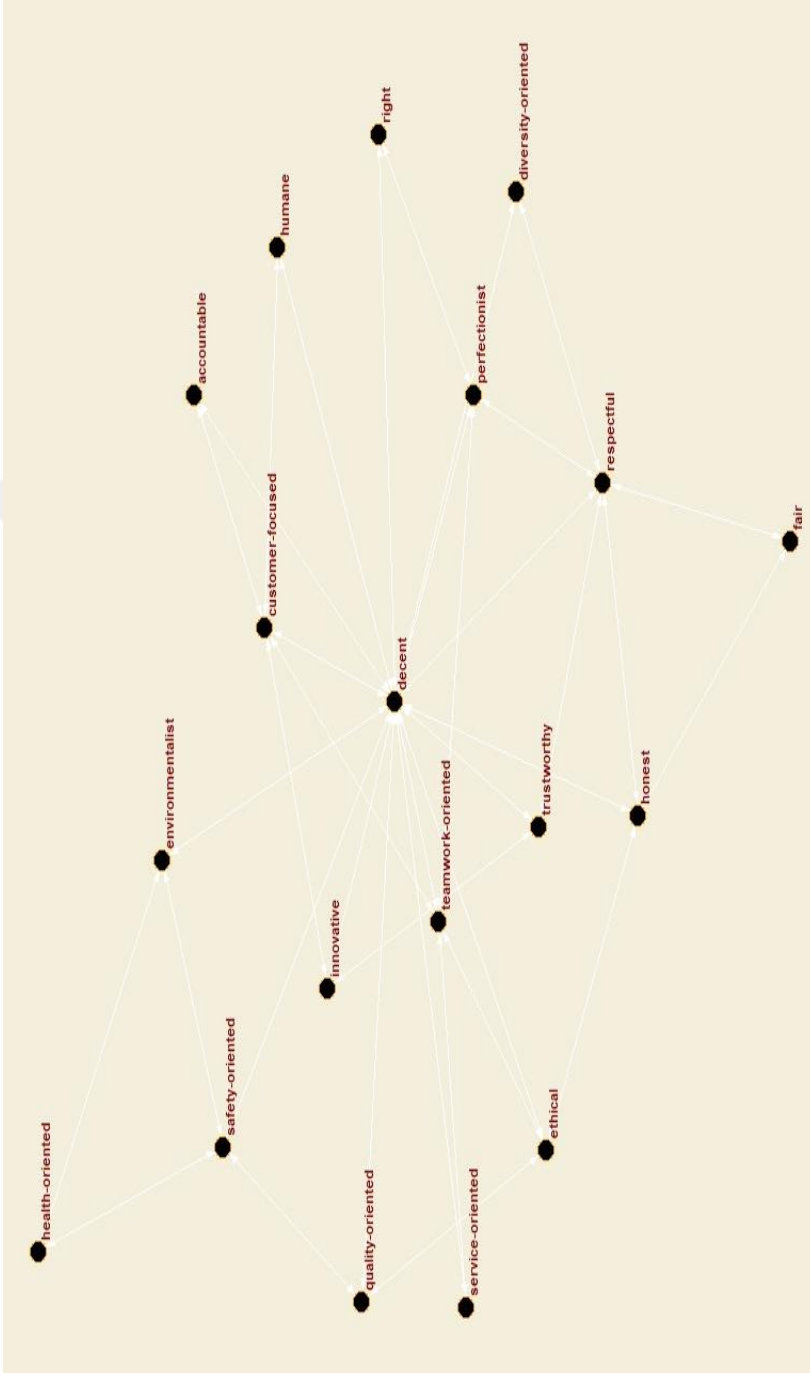


FIGURE 4.4 Directed Cliques of American Network

“Trustworthy” is the most important value for Turkish network in terms of its connections with other values with 42 cliques. “Innovative” is the second important core value with 18 cliques; “honest”, “quality-oriented” and “perfectionist” follow others with 12 cliques. “Open”, “fair”, “customer-focused”, “development-oriented” and “entrepreneurial” form 6 cliques. All of values with cliques significant for the analysis.

TABLE 4.10 Cliques in American Network

Cluster	Freq	Freq %	CumFreq	CumFreq%	Representative
0	233	92.4603	233	92.4603	3
6	7	2.7778	240	95.2381	1
12	4	1.5873	244	96.8254	5
18	4	1.5873	248	98.4127	2
24	2	0.7937	250	99.2063	6
30	1	0.3968	251	99.6032	45
102	1	0.3968	252	100.0000	4
Sum	252	100.0000			

19 values establish cliques in the American network. 7 different corporate values form 6 different cliques; 4 cliques form 12 cliques; 4 values form 18 cliques; 2 values form 24 cliques, 1 value forms 30 cliques and 1 value forms 102 cliques. Values that form cliques are schematized on the figure 4.4. They are also listed in the Table 4.11 with the clique numbers.

TABLE 4.11 Corporate Values That Create Cliques in American Network

Values (American Network)	Freq.
Decent	102
Respectful	30
Customer-focused	24
Teamwork-oriented	24

Table 4.11 (Continued)

Ethical	18
Perfectionist	18
Honest	18
Safety-oriented	18
Trustworthy	12
Innovative	12
Quality-oriented	12
Environmentalism	12
Health-oriented	6
Service-oriented	6
Fair	6
Accountable	6
Humane	6
Right	6
Diversity-oriented	6

“Decent” is the most important corporate value in the American network based on clique value; it creates 102 cliques. The number of cliques that the most tied corporate values constitutes is 102 in American network, while it is 42 in Turkish network. Although American network size is bigger than Turkey’s, 102 cliques is still higher in case of equality between network sizes. It is an important indicator of importance of being “decent” for American companies.

4.5 Articulation Points Analysis

Articulation point shows the count of “bridges or bi-components to which a vertex belongs” (De Nooy et al., 2011, p.165). Bi-component is “a component of minimum size 3 without a cut-vertex”; cut-vertex is a node lack of which raises count of components in a network (De Nooy et al., 2011, p. 162). Articulation points are building blocks of the networks; when they are erased, networks disperse. They become independent graphs. Table 4.12 shows the articulation point

values of the Turkish network; Table 4.13 shows articulation points of the American network.

TABLE 4.12 Articulation Points in Turkish Network

Values (Turkish network)	Articulation Points
Trustworthy	4
Honest	3
Customer-focused	2
Participative	2
Hardworking	2
Quality-oriented	2
Innovative	2
Future-oriented	2
Human resources-oriented	2
Development-oriented	2
Sustainable	2
Committed to doing business in the best way	2

There are 12 corporate values that constitute the key points of the main structure of the Turkish network. “Trustworthy” is the most important building block of Turkish network with 4 articulation points. This value means that the network is separated in 4 different parts if “trustworthy” is erased. “Honest” is the second important one in terms of articulation points with value 3. In articulation point dimension there are new core values - “participative”, “hardworking”, “sustainable”, “future-oriented” and “human resources-oriented” that did not take place in previous tables. Therefore, it is seen that number of lines that they establish and their frequency are low but these values hold the Turkish network together.

TABLE 4.13 Articulation Points in American Network

Values (American network)	Articulation Points
Customer-focused	3
Decent	2
Accountable	2
Diversity-oriented	2
Supporting the employee	2
Results-oriented	2
Environmentalism	2
Winning-oriented	2
Customer relationships-oriented	2

The American network has 9 key stone corporate values according to the table 4.13. “Customer-focused” is the most important key stone of the American network due to its articulation point value 3. “Winning-oriented”, “supporting the employee”, “results-oriented” and “customer relationships-oriented” are the values that were not seen in previous dimensions. They do not create clique or are not tied with other nodes like “accountable”, “decent”, “environmentalist” or “diversity-oriented” but they are prominent in terms of connecting the graphs. If they are deleted, the network is divided into two different graphs.

4.6 Input Degree Analysis

Input degree is a measure of degree centrality which is a dimension of centrality. Centrality represents the social power of a vertex on the basis of its connections. It includes metrics of “betweenness”, “closeness” and “degree”. Degree centrality is the number of links between two nodes. Directed networks have input and output degrees. Input degree is the number of directed lines it gets. It is significant to know how a corporate value affects others and is affected by them. Lines’ direction is important in this measure because both networks in this research are directed. In directed networks, input degree and output degree must be measured because number of directed lines that a node sends and gets are different. Also, the corporate value is more central if it has several central connections. Input degree represents popularity of a node. Input degree with other centrality dimensions

answers this question: “What is the most significant corporate value of the network?” (De Nooy et al., 2011). Table 4.14 and Table 4.15 show input degree values of nodes which are ranked at the first twenty in Turkish and American networks.

TABLE 4.14 Input Degrees in Turkish Network

Rank (Turkish)	Vertex	Value	Id
1	5	0.1319797	Trustworthy
2	76	0.0862944	Development-oriented
3	24	0.0812183	Innovative
4	3	0.0761421	Customer-focused
5	1	0.0761421	Honest
6	12	0.0710660	Quality-oriented
7	35	0.0710660	Responsible
8	104	0.0558376	Employee-valuing
9	62	0.0507614	Transparent
10	47	0.0507614	Ethical
11	37	0.0507614	Environmentalist
12	15	0.0456853	Customer satisfaction-oriented
13	125	0.0406091	Efficient
14	28	0.0406091	Respectful
15	46	0.0406091	Fair
16	17	0.0406091	Perfectionist
17	101	0.0355330	Socially responsible
18	23	0.0355330	Work health-oriented
19	39	0.0355330	Success-oriented
20	61	0.0304569	Right

“Trustworthy” is the most input taking corporate value in the Turkish network. Therefore “trustworthy” is the most popular value in Turkish network. “Work health-oriented”, “environmentalist”, “customer satisfaction-oriented”, “employee-valuing”, “ethical”, “right”, “efficient”, “socially responsible” and “success-oriented” are the corporate values that are not prominent in previous dimensions. Therefore, it can be claimed that these values do not hold the network together, their number of ties between different nodes is not too high; however, they are important in terms of their connections that they receive.

TABLE 4.15 Input Degrees in American Network

Rank (American)	Vertex	Value	Id
1	4	0.1513944	Decent
2	5	0.1075697	Innovative
3	36	0.0796813	Perfectionist
4	44	0.0717131	Teamwork-oriented
5	45	0.0677291	Respectful
6	6	0.0637450	Customer-focused
7	26	0.0557769	Diversity-oriented
8	25	0.0517928	Right
9	10	0.0438247	Honest
10	41	0.0438247	Performance-oriented
11	30	0.0398406	Caring
12	94	0.0398406	Collaborative
13	8	0.0398406	Accountable
14	62	0.0318725	Partnership-oriented
15	101	0.0318725	Passionate
16	48	0.0318725	Results-oriented
17	1	0.0318725	Service-oriented

Table 4.15 (Continued)

18	37	0.0318725	Ethical
19	56	0.0278884	Environmentalist
20	111	0.0278884	Improvement-oriented

20 corporate values in the Table 4.15 get the most connection in the American network. “Decent” is the most popular corporate value based on the directed lines that it receives. Passionate”, “caring”, “partnership-oriented”, and “improvement-oriented” firstly appear on input degree dimension. Thus, they are remarkable in their neighborhoods in the network although they do not establish cliques and do not function as building blocks.

4.7 Output Degree Analysis

Output degree is a measure of degree centrality like input degree. It is the count of directed lines a node sends. Output degree is not same with input degree; it shows outgoingness of a corporate value in this study. Table 4.16 and Table 4.17 present top 20 values in terms of output degree in Turkish and American networks.

TABLE 4.16 Output Degrees in Turkish Network

Rank (Turkish)	Vertex	Value	Id
1	1	0.1878173	Honest
2	5	0.1878173	Trustworthy
3	3	0.1624365	Customer-focused
4	12	0.0913706	Quality-oriented
5	24	0.0710660	Innovative
6	40	0.0659898	Leading
7	11	0.0609137	Human-focused
8	16	0.0558376	Respectful to human

Table 4.16 (Continued)

9	15	0.0507614	Customer satisfaction-oriented
10	62	0.0507614	Transparent
11	37	0.0507614	Environmentalism
12	28	0.0456853	Respectful
13	25	0.0406091	Moral
14	17	0.0406091	Perfectionist
15	61	0.0355330	Right
16	47	0.0355330	Ethical
17	76	0.0355330	Development-oriented
18	35	0.0355330	Responsible
19	8	0.0355330	Entrepreneurial
20	33	0.0355330	Creative

“Honest” and “trustworthy” are the most important corporate values due to the same value (0.1878173) in terms of output degree in the Turkish network. “Trustworthy” has also the highest input degree; therefore, it is prominent in the measure of degree centrality. Output degree of “customer-focused” is closer to the first two corporate values; thus, it is also significant. “Human-focused”, “respectful to human”, and “moral” have placed in tables of important corporate values firstly thanks to output degree dimension; hence, they do not receive a lot directed lines but they send.

TABLE 4.17 Output Degrees in American Network

Rank (American)	Vertex	Value	Id
1	4	0.2390438	Decent
2	6	0.1792829	Customer-focused
3	2	0.1354582	Safety-oriented
4	25	0.0717131	Right
5	22	0.0717131	Trustworthy
6	10	0.0637450	Honest
7	1	0.0637450	Service-oriented
8	8	0.0637450	Accountable
9	5	0.0597610	Innovative
10	37	0.0557769	Ethical
11	36	0.0478088	Perfectionist
12	46	0.0438247	Quality-oriented
13	45	0.0438247	Respectful
14	9	0.0438247	Leading
15	30	0.0398406	Caring
16	59	0.0398406	Client-focused
17	24	0.0398406	Humane
18	44	0.0358566	Teamwork- oriented
19	61	0.0318725	People-focused
20	18	0.0318725	Responsible

“Decent” is the most output sending corporate value in the American network. It also has the highest input degree value which causes significance of “decent” in the American network. Output degree value of the first node, “decent”, is higher than others by far. Output degree is the first dimension that highlights “inspiration-oriented”, “people-focused”, “leading”, “client-focused”, and “responsible”. The relationship that they establish with the corporate values in their neighborhood

depends on outgoing lines. “Customer-focused” has high values in both Turkish and American networks.

4.8 Input Closeness Analysis

“The closeness centrality of a vertex is based on the total distance between one vertex and all other vertices, where larger distances yield lower closeness centrality scores” (De Nooy et al., 2011, p. 146). Closeness is about the shortest and fastest route between two units. There can be some unavailable directions due to the directedness of network; therefore, closeness defines the shortest tracks. Closeness can also be named as “geodesic distance” (De Nooy et al., 2011, p. 145). Just like degree centrality, closeness centrality indicates accessibility of a node. Top 20 closeness centrality degrees of the Turkish and American networks are presented in Tables 4.18 and 4.19.

TABLE 4.18 Input Closeness Degrees in Turkish Network

Rank (Turkish)	Vertex	Value	Id
1	5	0.2773893	Trustworthy
2	12	0.2584990	Quality-oriented
3	24	0.2548453	Innovative
4	1	0.2548453	Honest
5	76	0.2504209	Development-oriented
6	62	0.2486938	Transparent
7	35	0.2372408	Responsible
8	15	0.2341598	Customer satisfaction-oriented
9	3	0.2326491	Customer-focused
10	47	0.2296854	Ethical
11	17	0.2275117	Perfectionist
12	46	0.2267963	Fair

Table 4.18 (Continued)

13	29	0.2246767	Work safety-oriented
14	37	0.2246767	Environmentalist
15	125	0.2239789	Efficient
16	42	0.2212307	Open
17	101	0.2198817	Socially responsible
18	115	0.2192134	Collaborative
19	104	0.2192134	Employee-valuing
20	16	0.2185491	Respectful to human

Input closeness degrees of the first twenty nodes in the Turkish network are close to each other. “Trustworthy”, “quality-oriented”, and “innovative” are the most accessible and central corporate values. “Collaborative” is only significant in this dimension. Therefore, lines going to “collaborative” are easily connected to other networks even though it does not get arcs as many as other values in this dimension.

TABLE 4.19: Input Closeness Degrees in American Network

Rank (American)	Vertex	Value	Id
1	4	0.2401820	Decent
2	5	0.2102725	Innovative
3	44	0.2063786	Teamwork-oriented
4	36	0.2063786	Perfectionist
5	45	0.1997212	Respectful
6	6	0.1955166	Customer-focused
7	101	0.1888889	Passionate

Table 4.19 (Continued)

8	25	0.1876169	Right
9	94	0.1845107	Collaborative
10	8	0.1832968	Accountable
11	178	0.1827957	Inspiration-oriented
12	24	0.1809163	Humane
13	1	0.1791711	Service-oriented
14	18	0.1791711	Responsible
15	26	0.1785969	Diversity-oriented
16	37	0.1785969	Ethical
17	10	0.1780263	Honest
18	41	0.1774593	Performance-oriented
19	22	0.1768959	Trustworthy
20	108	0.1763361	Relationships-oriented

“Decent”, “innovative” and “teamwork-oriented” are the most central corporate values in terms of input closeness centrality. The last ten corporate values’ input closeness degrees are close to each other. “Relationships-oriented” value has the lowest value; also, it is only measured in input closeness centrality. “Innovative” is salient in both networks.

4.9 Output Closeness Analysis

Output closeness centrality measures the distance of outgoing lines of a unit to other units. This distance has significant effects on the structure of the network. The most significant output closeness centrality degrees of the networks are presented on Table 4.20 and Table 4.21.

TABLE 4.20 Output Closeness Degrees in Turkish Network

Rank (Turkish)	Vertex	Value	Id
1	5	0.3697664	Trustworthy
2	3	0.3522865	Customer-focused
3	1	0.3435418	Honest
4	24	0.3027462	Innovative
5	46	0.2857781	Fair
6	12	0.2841020	Quality-oriented
7	42	0.2841020	Open
8	33	0.2775897	Creative
9	37	0.2728980	Environmentalist
10	17	0.2728980	Perfectionist
11	76	0.2706111	Development-oriented
12	29	0.2676210	Work safety-oriented
13	28	0.2676210	Respectful
14	88	0.2668837	Teamwork-oriented
15	61	0.2661505	Right
16	35	0.2661505	Responsible
17	62	0.2639749	Transparent
18	11	0.2639749	Human-focused
19	68	0.2632576	Passionate
20	71	0.2611288	Compliant with law

“Trustworthy”, “customer-focused” and “honest” have the highest output closeness degrees. The arcs going from all of the corporate values on Table 4.20 are significant due to their lengths. “Compliant with law”, “passionate” and

“teamwork-oriented” are only identified with output closeness centrality dimension.

TABLE 4.21 Output Closeness Degrees in American Network

Rank (American)	Vertex	Value	Id
1	4	0.3931308	Decent
2	2	0.3393093	Safety-oriented
3	6	0.3323847	Customer-focused
4	22	0.2968957	Trustworthy
5	10	0.2961245	Honest
6	5	0.2915804	Innovative
7	37	0.2871736	Ethical
8	25	0.2864521	Right
9	8	0.2864521	Accountable
10	1	0.2850198	Service-oriented
11	24	0.2815011	Humane
12	9	0.2801178	Leading
13	36	0.2801178	Perfectionist
14	46	0.2787480	Quality-oriented
15	44	0.2773916	Teamwork-oriented
16	45	0.2753815	Respectful
17	59	0.2728175	Client-focused
18	94	0.2727463	Collaborative
19	66	0.2676243	Believing
20	56	0.2639073	Environmentalist

The American network’s top 20 output closeness centrality belongs to “decent”, “centrality-oriented” and “customer-focused”. “Believing” is only salient in this dimension. “Customer-focused” is the common important corporate value of Turkish and American networks based on its rank.

4.10 Betweenness

“The betweenness centrality of a vertex is the proportion of all geodesics between pairs of other vertices that include this vertex” (De Nooy et al., 2011, p. 151). A node’s importance of the relationships between nodes in terms of routing figures up betweenness. Closeness centrality indicates the place of a node to send and receive lines; however, betweenness centrality measures the ratio of all short routes of a node between other transmitting nodes. Table 4.22 and Table 4. 23 provide betweenness degrees of Turkish and American networks.

TABLE 4.22 Betweenness Degrees in Turkish Network

Rank (Turkish)	Vertex	Value	Id
1	5	0.1526255	Trustworthy
2	1	0.1006272	Honest
3	3	0.0886911	Customer-focused
4	12	0.0635344	Quality-oriented
5	24	0.0484003	Innovative
6	76	0.0356329	Development-oriented
7	25	0.0305232	Moral
8	15	0.0288406	Customer satisfaction-oriented
9	37	0.0232432	Environmentalist
10	35	0.0229290	Responsible
11	31	0.0195406	Customer expectations-oriented
12	28	0.0193552	Respectful
13	33	0.0193333	Creative
14	104	0.0189757	Employee-valuing

Table 4.22(Continued)

15	16	0.0176032	Respectful to human
16	87	0.0175846	Dynamic
17	36	0.0154726	Loyal
18	11	0.0148371	Human-focused
19	47	0.0145860	Ethical
20	62	0.0134093	Transparent

“Trustworthy”, “honest” and “customer-focused” have the highest betweenness degrees in the Turkish network. They have the role of transmitting information between two nodes. “Customer expectations-oriented” and “loyal” are only identified in betweenness dimension.

TABLE 4.23 Betweenness Degrees in American Network

Rank (American)	Vertex	Value	Id
1	4	0.3931308	Decent
2	6	0.3393093	Customer-focused
3	5	0.3323847	Innovative
4	36	0.2968957	Perfectionist
5	44	0.2961245	Teamwork-oriented
6	2	0.2915804	Safety-oriented
7	25	0.2871736	Right
8	26	0.2864521	Diversity-oriented
9	18	0.2864521	Responsible
10	8	0.2850198	Accountable
11	45	0.0170017	Respectful
12	10	0.0158719	Honest

Table 4.23(Continued)

13	56	0.0143987	Environmentalist
14	101	0.0138073	Passionate
15	1	0.0136028	Service-oriented
16	85	0.0127236	Character-based
17	46	0.0107653	Quality-oriented
18	22	0.0100378	Trustworthy
19	62	0.0097519	Partnership-oriented
20	24	0.0085316	Humane

“Decent”, “customer-focused” and “innovative” characterize betweenness values of the American network. “Customer-focused” is the common important corporate value for both networks on betweenness dimension. The only dimension that highlights “character-based” is betweenness. Another important point is that output closeness value of “innovative” is lower, but betweenness value of it is quite high. It makes “innovative” an important transmitter in the American network.

4.11 Total Findings of 8 Dimensions

Corporate values of the companies in Turkey and in the USA are analyzed based on 8 different dimensions. All results of articulation point and clique dimension are provided in the related sections. However, tables of input degree, output degree, input closeness, output closeness and betweenness dimensions provided only first 20 most important values. Moreover, valued core dimension presents first ten results to make a meaningful division in accordance with number of clusters that they establish. Since, dense structures are meaningful in semantic social network analyses. Some of the corporate values took place in all tables, while others were repeated fewer times or never. More number of repeat makes a corporate value more salient in a network. Table 4.24 and Table 4.25 summarize all dimensions with number of repeats.

TABLE 4.24 Summary of Semantic Network Analysis Findings of Turkish Data

Corporate Values	Number of Repeat	Repeated Dimensions
customer-focused	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, input betweenness
development-oriented	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, input betweenness
honest	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, input betweenness
innovative	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, input betweenness
quality-oriented	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, input betweenness
trustworthy	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, input betweenness
perfectionist	6	Valued core, clique, input degree, output degree, input closeness, output closeness
responsible	6	Valued core, input degree, output degree, input closeness, output closeness, input betweenness
transparent	6	Valued core, input degree, output degree, input closeness, output closeness, input betweenness
creative	5	Valued core, clique, output degree, output closeness, input betweenness
environmentalist	5	Input degree, output degree, input closeness, output closeness, input betweenness

Table 4.24(Continued)

respectful	5	Valued core, input degree, output degree, output closeness, input betweenness
customer satisfaction-oriented	4	Input degree, output degree, input closeness, input betweenness
ethical	4	Input degree, output degree, input closeness, input betweenness
fair	4	Clique, input degree, input closeness, output closeness
employee-valuing	3	Input degree, input closeness, input betweenness
entrepreneurial	3	Valued core, clique, output degree
human-focused	3	Output degree, output closeness, input betweenness
open	3	Clique, input closeness, output closeness
respectful to human	3	Output degree, input closeness, input betweenness
right	3	Input degree, output degree, output closeness
work safety-oriented	3	Valued core, input closeness, output closeness
committed to doing the business in the best way	2	Valued core, articulation point,
efficient	2	Input degree, input closeness
moral	2	Output degree, input betweenness
product development-oriented	2	Valued core
socially responsible	2	Input degree, input closeness
collaborative	1	Input closeness
compliant with law	1	Output closeness
customer expectations-oriented	1	Input betweenness
customer happiness-oriented	1	Valued core
dynamic	1	Input betweenness
employee-focused	1	Valued core
future-oriented	1	Articulation point
hardworking	1	Articulation point
human resources-oriented	1	Articulation point
initiative-taking	1	Valued core
leading	1	Output degree

Table 4.24 (Continued)

loyal	1	Input betweenness
participative	1	Articulation point
passionate	1	Output closeness
professional	1	Valued core
sensitive	1	Valued core
success-oriented	1	Input degree
sustainable	1	Articulation point
teamwork-oriented	1	Output closeness
work health-oriented	1	Input degree

47 of total 198 Turkish corporate values are listed at least one time in the tables of corporate values with maximum values. “Customer-focused”, “development-oriented”, “honest”, “innovative”, “quality-oriented” and “trustworthy” are repeated in all dimensions. There is not any corporate value which is not repeated 7 times. “Perfectionist”, “responsible” and “transparent” are repeated 6 times. Since the most connective and central values are significant, it can be claimed that these values characterize the Turkish network.

TABLE 4.25 Summary of Semantic Network Analysis Findings of American Data

Corporate Values	Number of Repeat	Repeated Dimensions
accountable	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, betweenness
customer-focused	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, betweenness
decent	8	Valued core, clique, articulation point, input degree, output degree, input closeness, output closeness, betweenness
honest	7	Valued core, clique, input degree, output degree, input closeness, output closeness, betweenness
innovative	7	Valued core, clique, input degree, output degree, input closeness, output closeness, betweenness

Table 4.25 (Continued)

perfectionist	7	Valued core, clique, input degree, output degree, input closeness, output closeness, betweenness
respectful	7	Valued core, clique, input degree, output degree, input closeness, output closeness, betweenness
service-oriented	7	Valued core, clique, input degree, output degree, input closeness, output closeness, betweenness
teamwork-oriented	7	Valued core, clique, input degree, output degree, input closeness, output closeness, betweenness
diversity-oriented	6	Valued core, clique, articulation point, input degree, input closeness, betweenness
environmentalist	6	Valued core, clique, articulation point, input degree, output closeness, betweenness
ethical	6	Valued core, clique, input degree, output degree, input closeness, output closeness
humane	6	Valued core, clique, output degree, input closeness, output closeness, betweenness
right	6	Clique, input degree, output degree, input closeness, output closeness, betweenness
trustworthy	6	Valued core, clique, output degree, input closeness, output closeness, betweenness
quality-oriented	5	Valued core, clique, output degree, output closeness, betweenness
safety-oriented	5	Valued core, clique, output degree, output closeness, betweenness
collaborative	4	Valued core, input degree, input closeness, output closeness
passionate	3	Input degree, input closeness, betweenness
performance-oriented	3	Valued core, input degree, input closeness
responsible	3	Output degree, input closeness, betweenness
caring	2	Input degree, output degree
client-focused	2	Output degree, output closeness
health-oriented	2	Valued core, clique
leading	2	Output degree, output closeness
partnership-oriented	2	Input degree, betweenness

Table 4.25 (Continued)

results-oriented	2	Articulation point, input degree
committed	1	Valued core
customer relationships-oriented	1	Articulation point
fair	1	Clique
improvement-oriented	1	Input degree
inspiration-oriented	1	Output degree
people-focused	1	Output degree
relationships-oriented	1	Input closeness
supporting the employee	1	Articulation point
winning-oriented	1	Articulation point
believing	1	Output closeness
character-based		Betweenness

38 of total 252 American values are listed at least one time in the tables of corporate values with maximum values. “Accountable”, “customer-focused”, “decent” are measured in all dimensions. Honest “innovative”, “perfectionist”, “respectful”, “service-oriented”, “teamwork-oriented”, “diversity-oriented”, “environmentalist”, “ethical”, “humane”, “right”, “trustworthy”, “quality-oriented” and “safety-oriented” are identified as the most repeated and most important corporate values for American companies.

4.12 Different and Similar Findings of Turkish and American Networks

Thanks to semantic network analysis, characteristic corporate values of both countries were identified. The values of each country are compared in order to emphasize the similarities and differences between them. Corporate values which take place in Turkey’s network but does not take place in the USA’s network are provided in the Table 4.26; corporate values which are unique to the USA are provided in the Table 4.27. The corporate values which are adopted by both Turkish and American companies are presented in Table 4.28.

Table 4.26: Corporate Values Unique to Turkey

Committed to doing the business in the best way	Efficient	Initiative-taking	Product development-oriented	Sustainable
Compliant with law	Entrepreneurial	Loyal	Professional	Transparent
Creative	Future-oriented	Moral	Respectful to human	Employee-focused
Development-oriented	Hardworking	Open	Sensitive	
Dynamic	Human resources-oriented	Participative	Socially responsible	

Table 4.27: Corporate Values Unique to the United States

Accountable	Decent	People-focused
Believing	Diversity-oriented	Performance-oriented
Caring	Improvement-oriented	Relationships-oriented
Character-based	Inspiration-oriented	Results-oriented
Committed	Partnership-oriented	Service-oriented

Table 4.28: Common Corporate Values in Turkey and the United States

Collaborative	Honest	Quality-oriented	Teamwork-oriented
Customer-focused	Innovative	Respectful	
Environmentalist	Leading	Responsible	
Ethical	Passionate	Right	
Fair	Perfectionist	Trustworthy	

CHAPTER 5

DISCUSSION

The analyses of corporate values based on 8 different dimensions revealed significant results. Findings of the research are discussed based on the research questions. As stated before, the research aims to answer two questions:

- What is the semantic frame that is applied in corporate values of companies in Turkey and in the USA, and how do they resemble and differ from each other?
- To what extent is there evidence of a convergence, divergence or crossvergence of corporate values of the companies in Turkey and in the USA?

The questions are discussed in accordance with the literature review and theoretical framework of the thesis (see Chapter 2). To start with, Table 4.24 summarizes answer of the first research question. As it demonstrates, the most important corporate values of Turkish companies are ‘customer-focused’, ‘development-oriented’, ‘honest’, ‘innovative’, ‘quality-oriented’, ‘trustworthy’ which are repeated 8 times. Semantic network analysis measures the relationships between units as explained; therefore, it is seen that the 8 times repeated corporate values are indispensable values for Turkish companies due to the relationships that they establish. ‘Perfectionist’, ‘responsible’, ‘transparent’ which are repeated 6 times and ‘creative’, ‘environmentalist’, ‘respectful’ which are repeated 5 times in total 8 dimensions are also significant for companies operating in Turkey.

The values in Table 4.24 demonstrate that companies in Turkey attach importance to work related values. Being customer-focused, development-oriented, and quality-oriented are directly related with business and improvement orientation. There are numerous corporate values that emphasize business processes such as

‘customer expectations-oriented’, ‘customer happiness-oriented’, ‘dynamic’, ‘efficient’, ‘entrepreneurial’ and ‘product development-oriented’ (see Table 4.24). They are economic-pragmatic values (see Dolan, Garcia and Richley, 2006). The ones which can be called as ethical-social values for Dolan, Garcia and Richley are ‘trustworthy’, ‘honest’ and ‘respectful’. So, it is shown that Turkish companies try to idealize basic ethical values. The values like ‘customer expectations-oriented’, ‘customer happiness-oriented’ and ‘dynamic’ can also be named as permission-to-play values (see Lencioni, 2002). This is because they point out basic behaviors in the company.

According to the findings, Turkish corporations value being ‘transparent’. Transparency is “shedding light on shady deals, weak enforcement of rules and other illicit practices that undermine good governments, ethical businesses and society at large” (Transparency International, 2017). Transparency is the best way to prevent corruption which is defined as abusing power for personal interests. There are studies that assert a connection with high perceived corruption and development level of countries (e. g. Mauro, 1995; Bardhan, 1997). Transparency is significant for countries with weak sanctions such as Turkey, because corruption can deplete the system (Baran, 2000). Turkey is the 75th country in perceived corruption among 176 countries; United States is the 18th one in the same ranking (Corruption Perceptions Index, 2016). As a fundamental legal responsibility and expectancy of Turkish stakeholders due to high perception of corruption, Turkish companies care about transparency.

The most important corporate values of American companies are ‘accountable’, ‘customer-focused’ and ‘decent’ which are measured in all dimensions. It can be claimed that American corporate culture is identified with them. ‘Honest’, ‘innovative’, ‘perfectionist’, ‘respectful’, ‘service-oriented’, which are repeated in 7 dimensions, ‘teamwork-oriented’, ‘diversity-oriented’, ‘environmentalist’, ‘ethical’, ‘humane’, ‘right’, ‘trustworthy’ which are repeated in 6 dimensions and ‘quality-oriented’, ‘safety-oriented’ that are repeated 5 times are also significant for American companies (see Table 4.25).

Table 4.26, Table 4. 27 and Table 4.28 show the differences and similarities between two networks. Corporate values which take place only in Turkish network show that Turkish companies need to emphasize several legal responsibilities such as ‘compliant with law’, ‘human resources-oriented’ and ‘work health-oriented’. However, American companies do not have this concern. The prominent value which is repeated in all dimensions of American network, but has never measured in Turkish network is ‘accountable’. It is significant because ‘transparency’ is prominent in Turkish corporate values, although ‘accountability’ is not valued in Turkey as much as in the US. Accountability is a broader concept that contains transparency. “Accountability is the process by which individual persons or organizations are required ‘to account’ to some authority for their actions” (Clegg and Bailey, 2007, p. 4). It is important for American companies because American economy has witnessed some scandals of large companies such as Enron and Arthur Andersen. The scandals caused loss of trust towards companies due to billions of losses (see part 2.5.2 in this thesis). Therefore, being ‘accountable’ is important for the companies in the USA.

Companies which have ‘integrity’ as core value are coded as ‘decent’ in the data collection process of this study. The findings show that integrity is essential for companies in the US due to popularity of ‘decent’ in American network. Rendtroff (2009, p. 468) summarizes the importance of integrity:

Integrity is a virtue of excellent moral behavior and of uncorrupted character. It implies value coherence of organizations, accountability and transparency. Integrity expresses the unity and wholeness of the organization with regard to trust, honesty and moral identity. Business ethics shifts the focus from individual to organizational integrity to the history, culture and values of the organization. It is important to acknowledge that CSR and corporate values define integrity.

Corporate values such as ‘trustworthy’, ‘moral’ and ‘ethical’ that relate to integrity take place in Turkish network, but ‘decent’ does not. As Rendtroff emphasizes, it is about culture, history and corporate social responsibility perspectives of the organizations. According to Carroll (1991), organizations have 4 levels of responsibility: (1) economic responsibility (to make profits), (2) legal

responsibility (to obey the laws), (3) ethical responsibility (to act within social norms), and (4) philanthropic responsibility (to promote welfare of the society). Integrity is a third level social responsibility; it includes doing the right and fair, abstaining from harming the society.

Values like respecting people and being responsible “are the essence of CSR” (Idowu and Filho, 2009, p. 91). Human rights orientation, employee welfare orientation and non-discrimination policies indicate CSR perspectives of companies. Diversity-orientation is an important corporate value for the USA as findings point out. “Diversity is about promoting equality in society in general and in the work- place in particular” (Hurn and Tomalin, 2013, p.195). There are different orientations of diversity: “different genders, age groups, ethnic origins, physical appearance, educational background, parental status, religious beliefs, sexual orientation and work style” (Hurn and Tomalin, 2013, p.195). United States has a multicultural social and political environment (Hurn and Tomalin, 2013), it can be claimed that it is a matter for American companies. “Valuing diversity begins by incorporating a diversity statement into the organizational mission statement, and promoting consistent organizational values ...” (Roberge et al., 2011).

As discussed before, economically developed countries are generally welfare states. Also, service industry is developed in welfare states (Abdollahian et al., 2008). Findings of this research support Abdollahian et al.’s view. This is because, being ‘service-oriented’ is salient for companies in the USA. However, Turkish companies do not idealize being ‘service-oriented’. On the contrary, they care about being ‘product development-oriented’. The differences between Turkish and American values statements can also arise from industrial differences. Chatman and Jehn (1994) propose a relationship between characteristics of the industry and organizational cultures. Fortune 500 list of United States has several hospitals and insurance companies. Health sector is not developed in Turkey as much as in the USA. According to OECD (2017), the United States is the most spending country on health by 9892 dollars by capita. Turkey spent 1088 dollars per capita on health

in 2016. Similar with these results, being “health-oriented” is prominent for American companies.

The second research question is discussed based on cultural dimensions of Schwartz (1992), Inglehart (1997) and World Values Survey (2011). According to Schwartz (2006a), Turkish society is hierarchical and embedded, although scores of these dimensions are not as much as the ones in Middle East. Therefore, Turkish society has values like authority, humble, social power, wealth due to hierarchy and wisdom, observance, security, conventionality, self-discipline, protecting public image due to embeddedness (see Table 2.1). United States is an affective autonomous and mastery-oriented society according to Schwartz; therefore, it has social values like pleasure and excitement due to affective autonomy and ambition, daring, success, independence and capability due to mastery. Findings indicate that Turkish companies are less embedded and hierarchical than Schwartz’s cultural dimensions. They have egalitarian values like loyalty and honesty, harmony values like environmentalism and sustainability. Linnanen (1998) states that values are significant to adopt sustainability. Findings of American network show similarities with Schwartz’s dimensions. American companies have values like “performance-oriented”, “improvement-oriented” and “results-oriented” which are in line with Schwartz’s affective autonomy. There are also intellectual autonomy values in the USA such as creativity and egalitarian values like honesty and diversity-oriented.

When the findings are analyzed based on Inglehart’s survival/self-expression values dimension there are some values that are not in line with survival characteristics of Turkish society. Survival values are parallel to embeddedness dimension of Schwartz. According to Inglehart (1997), countries that have high survival values score are more likely to highlight working hard instead of creative work. Similarly, Turkish companies adopt being hardworking as a value while American companies do not. However, Turkish companies has both values ‘hardworking’ and ‘creative’. World Values Survey (2011) indicate that imagination is more important for American people than Turkish people to teach a child. Findings of research show that American companies are ‘imaginative’, but

Turkish companies are not. The results do not provide information about gender equality.

Turkey and United States are different in terms of their economies and development levels. Turkey is a developing country, and the USA is a developed country (OECD Economic Surveys Report, 2016). According to OECD Economic Surveys (2016), well-being indicators which are income, jobs, housing, work-life balance, community, education, environment, health, life satisfaction and safety are lower than all high income and low income OECD countries. The only dimension which is higher than them is civic engagement. Turkey is ranked as 71st country at Human Development Index, Gender Development Index and Gender Inequality Index of Human Development Report of 2016. United States is at the 10th rank in all dimensions. Inglehart (2006) claims that welfare societies have post-materialist values such as equality, self-expression and nature protection. Societies dealing with financial problems adopt material values. Post-materialist values like 'caring', 'believing', 'inspiration-oriented' are salient for American companies but not for Turkish companies. Post-materialist values of Turkish companies are 'sensitive' and 'passionate'. Turkey has more basic concerns and have values like 'professional', 'entrepreneurial' and 'efficient'.

Furthermore, the social capital is too low in Turkish society due to being survival society as Inglehart emphasizes. Number of people who put trust on others in the society is much lower than American society. Both Turkish and American companies are trustworthy and honest; however, American companies are also believing. These results support Inglehart's point of view.

Both Turkish and American companies are 'innovative' as findings indicate. Trompenaars and Hampden-Turner (1998) claim that innovation is a prominent value for incubator societies including companies in Sweden and Silicon Valley in the USA. They define Turkey as a family culture that supports hierarchy. However, Turkish companies resemble to American companies in this manner due to valuing innovativeness.

CHAPTER 6

CONCLUSIONS

Culture has always been at issue since people have started to live in groups. Today, with recent influences, like advanced technology, new debates have started about cultural changes. Globalization is one of the main concepts of these debates. There are different approaches about effects of globalization on cultures. Values are less likely to be affected by external differences than other cultural components. Since, they are at the heart of the culture. However, this situation does not imply that they never change.

Today's values-oriented communication environment encourages companies to adopt certain values, to contribute to society and to be good corporate citizens. However, all companies do not adopt same values due to different reasons. The values are shaped by internal (e.g. founders and managers) and external (e.g. politics, economics and cultural characteristics) influences. This study aimed to demonstrate if different sociocultural settings cause different corporate values. For this purpose, values statements of financially superior companies -companies in Fortune 500 list in 2016- of Turkey and the United States of America were analyzed via semantic network analysis. The findings showed that most important corporate values of Turkish companies are 'customer-focused', 'development-oriented', 'honest', 'innovative', 'quality-oriented', 'trustworthy'. American companies value being 'accountable', 'customer-focused' and 'decent'. Similarities and differences between corporate values of companies in two different societies displayed that they reflect economic and social structures of societies to some extent.

Turkey reflects being survival, hierarchical, embedded and developing society in its corporate values in parallel with Schwartz's and Inglehart's cultural

dimensions. American companies have more post-materialist corporate values: environmentalist, humane, diversity-oriented, caring and people-focused. Turkish companies have more materialist values than the US: “compliant with law”, “product development-oriented” and “human resources-oriented but also have post-materialist ones like “sustainable”, “future-oriented”, “environmentalist”, “passionate” and “sensitive” that indicate influence of Western cultures on Turkish culture. Findings support Ralston’s view (2008, p. 33):

[...] As developing (emerging and transitioning) societies experience economic, political and technological change in their shift to a more capitalistic business orientation, it seems reasonable to expect that the business-related values will change more quickly than the core social values.

Corporate values of Turkish and American companies dissociate from each other on some points. There are also several similar values for Turkish and American companies. However, American values are like advanced versions of Turkish values which is parallel to their post-materialism levels. For example, Turkey is ‘respectful to human’, while the USA is ‘diversity-oriented’ and ‘people-focused’; Turkey is ‘employee-focused’, while the USA is ‘partnerships-oriented’; Turkey is ‘sensitive’ but the USA is ‘caring’; Turkey is ‘creative’ but the USA is ‘inspiration-oriented’. These values indicate similar meanings but American corporate values are more sophisticated than Turkish corporate values.

Considering all of the findings and analyses, it is possible to claim that Turkish corporate values are under the influence of being a developing country and Western harmony and egalitarianism. Turkey’s corporate values demonstrate hybrid corporate culture which means crossvergence in values.

6.1 Limitations

This study has several limitations due to the data collection and cultural dimensions which were used to compare national values and corporate values of the companies. Only announced values, values statements, were analyzed in this

thesis. Therefore, values statements were only searched on the websites of the companies; other values communication tools which are explained in the section 2.5.3 were not analyzed.

Since semantic network analysis requires coding, coders are important. Coders of the research are not American. Therefore, linguistic inabilities may occur. Coding procedure needs general knowledge about the context and sense of understanding (Krippendorff, 2004). Also, there may be biases due to human factor.

Cross-cultural studies have some limitations based on their scales and extents. Moreover, the last most extensive cultural study data is obtained from the research of World Values Association that is conducted in 2011. As stated before, values are hard to change (Hofstede, Hofstede and Minkov, 2010); however, advancements in technology in the last 6 years may be remarkable to some extent.

6.2 Insights for Further Researches

This study investigates the relationship between national values and corporate values based on values stated on corporate websites. Further researchers are encouraged to analyze values statements including different tools of values communication which can draw a larger framework for corporate values. Interviews or surveys can be included to distinguish idealized values statements from real values. This is because there is no information about if they are espoused values or values in use. Furthermore, in further researches it is possible to develop a national values scale that is closely associated with corporate values. Adding more countries to the research can provide more insights for the objective of the study.

REFERENCES

Abdollahian, M. T. et al. 2008. Dynamics of Cultural Change: The Human Development Perspective. *World Values Research*, Vol. 1(4): 91-115.

Adler, N. J. and A. Gundersen. 2007. *International Dimensions of Organizational Behavior*. Cengage Learning.

Ali, A. J. and M. Amirshahi. 2002. The Iranian Manager: Work Values and Orientations. *Journal of Business Ethics*, Vol. 40(2): 133-143.

Allaire, Y. and M. Firsirotu. 1984. Theories of Organizational Culture. *Organization Studies*, Vol. 53: 193-196.

Alvesson, M. and P. O. Berg. 1992. *Corporate Culture and Organizational Symbolism: An Overview*. Berlin: Walter de Gruyter.

Anderson, T. 1998. *Transforming Leadership: Equipping Yourself and Coaching Others to Build the Leadership Organization*. CRC Press.

Andrews, T. L. and S. G. Rogelberg. 2001. A New Look at Service Climate: Its Relationship with Owner Service Values in Small Businesses. *Journal of Business and Psychology*, Vol.16(1): 119-131.

Armingeon, K. and G. Bonoli (eds.) 2007. *The Politics of Post-Industrial Welfare States: Adapting Post-War Social Policies to New Social Risks*. Routledge.

Baker, W. 2005. *America's Crisis of Values: Reality and Perception*. Princeton: Princeton University Press.

Bantz, C. R. 1993. *Understanding Organizations: Interpreting Organizational Communication Cultures*. Columbia: University of South Carolina Press.

Baran, Z. 2000. Corruption: The Turkish Challenge. *Journal of International Affairs*, Vol. 54 (1): 127-146.

Bardhan, P. 1997. Corruption and Development: A Review of Issues. *Journal of Economic Literature*, Vol. 35(3): 1320-1346.

Barrett, R. 1998. *Liberating the Corporate Soul: Building a Visionary Organization*. Cambridge: Butterworth-Heinemann.

Barrett, R. 2017. *Değer Odaklı Kurumlar (The Values Driven Organization)*. Doğan Kitap.

Bean, W. C. and E. Domb. 1993. *Strategic Planning That Makes Things Happen*. Human Resource Development Press.

Beech, P. R., and A. Schoppe. 1974. Development of Value Systems in Adolescents. *Developmental Psychology*, Vol. 40: 644-656.

Ben-Ner, A. and L. Putterman (eds). 1999. *Economics, values and organization*. Cambridge University press.

Berelson, W. 1952. *Content Analysis in Communication Research*. Glencoe, IL: The Free Press of Glencoe.

Blau, P. M. 1964. *Exchange and Power in Social Life*. New York: Wiley.

Bond, M. H. 2002. Reclaiming the Individual from Hofstede's Ecological Analysis-A 20-Year Odyssey: Comment on Oyserman et al. 2002. *Psychological Bulletin*, Vol. 128(1): 73-77.

Borgatti, S. P. and D. S. Halgin. 2005. Analyzing Affiliation Networks, in Carrington, P. J., J. Scott and S. Wasserman. *Models and Methods in Social Network Analysis*, Vol. 28: 417-433, Cambridge University Press.

Borgatti, S. P., M. G. Everett and J. C. Johnson. 2013. *Analyzing Social Networks*. London: Sage Publications.

Braithwaite, V. and H. G. Law. 1985. Structure of Human Values: Testing the Adequacy of the Rokeach Value Survey. *Journal of Personality and Social Psychology*, Vol. 49(1): 250–263.

Brass, D. J. et al. 2004. Taking Stock of Networks and Organizations: A Multilevel Perspective. *Academy of Management Journal*, Vol. 47(6): 795-817.

Cardona, R. and C. Rey. 2008. *Management by Missions*. Palgrave Macmillan.

Carley, K. and D. Kaufer. 1993. Semantic Connectivity: An Approach for Analyzing Semantic Networks. *Communication Theory*, Vol. 3(3): 183-213.

Carlton, E. 1995. *Values and Social Sciences*. London.

Carrington, P. J., J. Scott and S. Wasserman (eds.). 2005. *Models and Methods in Social Network Analysis*, Vol. 28. Cambridge University Press.

Carroll, A. B. 1991. The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, Vol. 34(4): 39-48.

Chatman, J. A. and K. A. Jehn. 1994. Assessing the Relationship between Industry Characteristics and Organizational Culture. *The Academy of Management Journal*, Vol: 37(3): 522-553.

Chen, G. and D. Tjosvold. 2008. Organizational Values and Procedures as Antecedents for Goal Interdependence and Collaborative Effectiveness. *Asia Pacific Journal of Management*, Vol. 25(1): 93-112.

Child, J. and M. Tayeb. 1983. Theoretical Perspectives in Cross-National Organizational Research. *International Studies of Management and Organization*, Vol. 12(4): 23-70.

Chu, W. 2001. Contingency Organizations and Shared Values: Multiple Logics in Managing Diversification. *Asia Pacific Journal of Management*, Vol. 18: 83-99.

Clegg, S. and J. R. Bailey (eds.) 2007. *International Encyclopedia of Organization Studies*. Sage Publications.

Collins, J. C. and J. I. Porras. 1991. Organizational Vision and Visionary Organizations. *California Management Review*, Vol. 34(1): 30–52.

Corruption Perception Index. 2016. Retrieved in November 2017, from https://www.transparency.org/news/feature/corruption_perceptions_index_2016.

Craig, C., P. S. Ngondo and M. A. Flynn. 2016. How Firm Is Your Digital Handshake?: Mission Statements and Transparency. *Public Relations Review*, Vol. 42(4): 692-694.

Crosbie, L. 2002. Taking an Effective Management Approach to Supply Chain Sustainability: An Analysis. *Ethical Corporation Magazine*.

Curtis, C. Verschoor. 2005. Is There Financial Value in Corporate Values? *Strategic Finance*, Vol. 87(1):17.

Danielson, W. A. and D. L. Lasorsa. 1997. Perceptions of Social Change: 100 Years of Front-Page Content in The New York Times and The Los Angeles Times, in C. W. Roberts, ed., Text Analysis for the Social Sciences: Method for Drawing Statistical Inferences from Texts and Transcripts, pp. 103-115. Mahwah, NJ: Lawrence Erlbaum.

De Nooy, W., A. Mrvar and V. Batagelj. 2011. Exploratory Social Network Analysis with Pajek. Cambridge: Cambridge University Press.

Deal, T. E. and A. A. Kennedy. 1982. Corporate Culture: The Right and Rituals of Corporate Life. Addison-Wesley Publishing Company.

DiMaggio, P. and W. Powell. 1983. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. American Sociological Review, Vol. 48: 147-160.

Dolan S.L., S. Garcia and B. Richley B. 2006. Managing by Values: A Corporate Guide to Living, Being Alive and Making a Living in the XXI Century. Palgrave MacMillan.

Dolan, S. L. and Y. Altman. 2012. Managing by Values: The Leadership Spirituality Connection. People and Strategy Journal, Vol. 35(4): 20-26.

Egri, C. P. and D. A. Ralston. 2004. Generation Cohorts and Personal Values: A Comparison of China and the United States. Organization Science, Vol. 15(2): 210-220.

Eğimli, A. T and S. Y. Çakır. 2011. Toplum Kültürünün Kurum Kültürüne Yansıması (Reflection of Social Culture on Corporate Culture). Sosyal ve Beşeri Bilimler Dergisi, Vol. 3(2): 37-50.

Eiss, P. and D. Pedersen. 2002. Introduction: Values of Value. Cultural Anthropology, Vol. 17(3): 283-290.

Elizur, D. et al. 1991. The Structure of Work Values: Across Comparison. *Journal of Organizational Behavior*, Vol. 12: 21–38.

Esmer, Y. 2006. Globalization, McDonaldization and Values: Quo Vadis? *Comparative Sociology*, Vol. 5(2-3): 183-202.

Esmer, Y. 2012. Değişimin Kültürel Sınırları: Türkiye Değerler Atlası 2012 (Cultural Limits of the Change: Turkish Values Atlas 2012). Bahçeşehir Üniversitesi Yayınları.

Esmer, Y. and T. Pettersson (eds). 2007. *Measuring and Mapping Cultures: 25 Years of Comparative Value Surveys*. Leiden: Brill.

Fagiano, D. 1995. Value Is as Value Does: Values Statement for The American Management Association. *Management Review*, Vol. 84(5).

Feather, N. T. 1975. *Values in Educations and Society*. Free Press.

Fisher, C., A. Lovell. 2006. *Business Ethics and Values*. (2nd ed.). Practice Hall.

Flamholtz, E. G. and Y. Randle. 2012. Corporate Culture, Business Models, Competitive Advantage, Strategic Assets and the Bottom Line: Theoretical and Measurement Issues. *Journal of Human Resource Costing and Accounting*, Vol. 16(2): 76-94.

Flouris, T. G. and D. Lock. 2016. *Managing Aviation Projects from Concept to Completion*. Routledge.

Fritzsche, D and E. Oz. 2007. Personal Values' Influence on The Ethical Dimension of Decision Making. *Journal of Business Ethics*, Vol. 75(4): 335-343.

Fukuyama, F. 1996. *Trust*. New York: Doubleday.

Geertz, C. 1973. *The Interpretation of Cultures*. New York: Basic Books.

Gellermann, W., M. S. Frankel and R. F. Ladenson. 1990. *Values and Ethics in Organization and Human Systems Development: Responding to Dilemmas in Professional Life*. San Francisco: Jossey-Bass.

Gerhart, B. 2008. How Much Does National Culture Constrain Organizational Culture? *Management and Organization Review*, Vol. 5(2): 241-259.

Gregory et al. 2009. Organizational Culture and Effectiveness: A Study of Values, Attitudes, and Organizational Outcomes. *Journal of Business Research*, Vol. 62(7): 673-679.

Hall, E. T., and M. R. Hall. 1990. *Understanding Cultural Differences*. Intercultural Press.

Halub, H., A. Sauber and J. Stück. 2012. The Turk and the Yankee: A Cross-Cultural Comparison between Turkish and American Managers. *Journal and the Indiana Academy of Intercultural Relations*, Vol. 15: 21-36.

Harray, F. and R. Z. Norman. 1953. *Graph Theory as a Mathematical Model in Social Science*. Ann Arbor, MI: Institute for Social Research.

Hawley, A. 1968. Human Ecology, in D. L. Sills (ed.). *International Encyclopedia of the Social Sciences*: 328-37. New York: Macmillan.

Hendel, T. and M. Steinman. 2002. Israeli Nurse Managers' Organizational Values in Today's Health Care Environment. *Nursing Ethics*, Vol. 9: 651-662.

Henry, N. 1998. Foreword, in Van Wart, M. *Changing Public Sector Values*. Taylor & Francis.

Hickson, D. J. and D. S. Pugh. 1995. *Management Worldwide: The Impact of Societal Culture on Organizations Around the Globe*. London, England: Penguin Books.

Hickson et al. 1974. The Culture-Free Context of Organization Structure: A Tri-National Comparison. *Sociology*, Vol. 8: 59-80.

Hill, C.W. 2005. *International Business: Competing in the Global Marketplace*. (5th ed). New York: McGraw-Hill.

Hills, M. D. 1977. Values in the South Pacific. Paper presented at the Annual Conference of the New Zealand Psychological Society in Auckland, New Zealand.

Hitlin, S. and J. A. Piliavin. 2004. Values: Reviving a Dormant Concept. *Annual Review of Sociology*, Vol. 30: 359- 393.

Hodgkinson, C. 1996. *Administrative Philosophy, Values and Motivations in Administrative Life*. Emerald.

Hoeber, L. N. 2004. "Putting Organizational Values into Practice: Gender Equity for Athletes in a Canadian University." PhD Thesis. University of British Columbia.

Hofstede, G. 1980. *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills: Sage.

Hofstede, G. 1984. *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*. London: Sage Publications.

Hofstede, G. 2001. *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*. (2nd ed.). Thousand Oaks CA: Sage Publications.

Hofstede, G. 2011. Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, Vol. 2(1).

Hofstede, G. and M. H. Bond. 1988. The Confucius Connection: From Cultural Roots to Economic Growth. Organizational Dynamics, Vol. 16,(4): 4-21.

Hofstede, G. and M. Peterson. 2000. National Values and Organizational Practices, in Ashkanasy, N., C. Wilderom and M. Peterson (eds) Handbook of Organizational Culture and Climate. Thousand Oaks, CA: Sage: 401-415.

Hofstede, G. et al. 1990. Measuring Organizational Cultures: A Qualitative and Quantitative Study Across Twenty Cases. Administrative Science Quarterly, Vol. 35: 286-316.

Hofstede, G., G. J. Hofstede, and M. Minkov. 2010. (3rd ed.) Cultures and Organizations: Software of the Mind. New York: McGraw-Hill.

Hofstede, G. 1991. Cultures and Organizations: Software of the Mind. London, UK: McGraw-Hill.

Hogg, M. A. and G. M. Vaughan. 2013. Social Psychology (7th ed.). Pearson.

Höijer, B. 2011. "Social Representations Theory: A New Theory for Media Research", Nordicom Review, Vol. 32(2): 3-16.

House et al. 2002. Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE. Journal of World Business, Vol. 37: 3-10.

Humble, J., D. Jackson, A. Thomson. 1994. The Strategic Power of Corporate Values. Long Range Planning, Vol. 27(6): 28-42.

Hurn, B. J. and B. Tomalin. 2013. *Cross-Cultural Communication Theory and Practice*. Palgrave Macmillan.

Idowu, S. O. and W. L. Filho. 2009. *Professionals' Perspectives of Corporate Social Responsibility*. Berlin: Springer.

Inglehart, R. 1990. *Culture Shift*. Princeton, N. J.: Princeton University Press.

Inglehart, R. 1997. *Modernization and Postmodernization: Cultural, Economic, and Political Change in 43 Societies*. Princeton, N. J.: Princeton University Press.

Inglehart, R. 2006. Mapping Global Values. *Comparative Sociology*, Vol. 5(2): 115-136.

Inglehart, R. and W. E. Baker. 2000. Modernization, Cultural Change, and the Persistence of Traditional Values. *American Sociological Review*, Vol. 65(1): 19-51.

Inglehart, R. et al. 2008. Development, Freedom and Rising Happiness. A Global Perspective, 1981-2007. *Perspectives on Psychological Science*, Vol. 3 (2): 264-285.

Inglehart, R., and C. Welzel. 2005. *Modernization, Cultural Change and Democracy. The Human Development Sequence*. New York: Cambridge University Press.

Inglehart, R. and C. Welzel. 2010. What Do We Know About Modernization Today? *Foreign Affairs*, Vol. 88(2): 33-48.

Jaakson, K. 2010. Management by Values: Are Some Values Better Than Others? *Journal of Management Development*, Vol. 29(9): 795–806.

Jahoda, G. 1984. Do We Need a Concept of Culture? *Journal of Cross-Cultural Psychology*, Vol. 15(2): 139-151.

Johnson, K. M. 2009. "The Influence of Organizational Values on Profitability." PhD Thesis. Auburn University.

Jonsen, K., C. Galunic, J. Weeks and T. Braga. 2015. Evaluating Espoused Values: Does Articulating Values Pay Off? *European Management Journal*, Vol. 33(5): 332-340.

Jovchelovitch, S. 2007. *Knowledge in Context: Representations, Community and Culture*. London, New York: Routledge.

Jovchelovitch, S. 2008. The Rehabilitation of Common Sense: Social Representations, Science and Cognitive Polyphasia. *Journal for The Theory of Social Behavior*, Vol. 38: 431-448.

Kağıtçıbaşı, Ç. 1997. Individualism and Collectivism. *Handbook of Cross-Cultural Psychology*, Vol. 3: 1-49.

Kaliannan, M. and V. Ponnusamy. 2014. Apple Was Sweeter When Steve Jobs Held Sway: Company Illustrates Contrasting Attitudes to Organizational Change. *Human Resource Management International Digest*, Vol. 22(4): 25-28.

Kerr, C., J. T. Dunlop, F. Harbison, C. A. Myers. 1964. *Industrialism and Industrial Man*. New York: Oxford University Press.

Kluckhohn, C. K. 1951. Values and Value Orientations in the Theory of Action: An Exploration in Definition and Classification, in Parsons T. and Shils E. A., ed., *Toward a General Theory of Action*. Cambridge, MA: Harvard University Press.

Kluckhohn, F. R. and F. L. Strodtbeck. 1961. *Variations in Value Orientations*. Evanston, IL: Row, Peterson.

Knafo, A., and S. H. Schwartz. 2004. Identity Formation and Parent-Child Value Congruence in Adolescence. *British Journal of Developmental Psychology*, Vol. 22: 439-458.

Krippendorff, K. 2004. *Content Analysis: An Introduction to Its Methodology*. Sage.

Kroeber, A. L. and C. Kluckhohn. 1952. *Culture: A Critical Review of Concepts and Definitions*. Papers. Peabody Museum of Archaeology & Ethnology. Harvard University.

Kuisma, J. 2017. *Managing Corporate Responsibility in the Real World: Lessons from the frontline of CSR*. Springer.

Kwantes and Dickson. 2010. Organizational Culture in a Societal Context: Lessons from GLOBE and Beyond, in Ashkanasy, Neal M., C. P. Wilderom and M. F. Peterson (eds.). *The Handbook of Organizational Culture and Climate*. Sage.

Lankau, M. J. et al. 2007. Examining the Impact of Organizational Value Dissimilarity in Top Management Teams. *Journal of Managerial Issues*, Vol. 19(1): 11-35.

Lee, M. and G. Barnett. 1997. A Symbols-and-Meaning Approach to the Organizational Cultures of Banks in the United States, Japan, and Taiwan. *Communication Research*, Vol. 24: 394-412.

Lencioni, P. M. 2002. Make Your Values Mean Something. *Harvard Business Review*, Vol. 80(7): 113-117.

Lewis, P., S. H. Goodman and P. M. Fandt. 1998. *Management: Challenges in the 21st Century* (2nd ed.). South-Western Publishing Company.

- Liker, J. K. and M. Hoseus. 2008. *Toyota Culture*. New York: McGraw Hill.
- Louis, M. R. 1985. *An Investigator's Guide to Workplace Culture*, in Frost, P. J. et al., ed., *Organizational Culture*. Beverly Hills: Sage: 79-93.
- Markova, I. 2008. Epistemological Significance of the Theory of Social Representations. *Journal for the Theory of Social Behavior*, Vol. 38: 461-478.
- Mauro, P. 1995. Corruption and Growth. *Quarterly Journal of Economics*, Vol.110: 681–712.
- McClelland, D. C. 1961. *The Achievement Society*. Princeton, NJ: Von Nostrand.
- McCorkindale, T. and M. Morgoch. 2013. An Analysis of the Mobile Readiness and Dialogic Principles on Fortune 500 Mobile Websites. *Public Relations Review*, Vol.39(3): 193-197.
- McLuhan, M. 1962. *The Gutenberg Galaxy*. University of Toronto Press.
- Mele', D. 2003. Developing a Corporate Values Statement: A Case Study, in Wieland, J. (ed.). *Standards and Audits for Ethics Management Systems: The European Perspective*. Berlin: Springer.
- Minkov, M. 2007. *What Makes Us Different and Similar: A New Interpretation of the World Values Survey and Other Cross-Cultural Data*. Sofia, Bulgaria: Klasika i Stil.
- Moon, J. 2007. The Contribution of Corporate Social Responsibility to Sustainable Development. *Sustainable Development* (15): 296-306.
- Morsing, M., and C. Thyssen (eds). 2003. *The Case of Denmark-Corporate Values and Social Responsibility*. Frederiksberg: Samfundslitteratur.

Moscovici, S. 1973. Foreword. In C. Herzlich, *Health and Illness: A Social Psychological Analysis*. London: Academic Press.

Moscovici, S. 1984. The Phenomenon of Social Representations, in Farr, R.M. and S. Moscovici. (eds.), *Social Representations*. Cambridge: Cambridge University Press.

Moscovici, S. 1988. Notes Towards a Description of Social Representations. *European Journal of Social Psychology*, Vol.18: 211-250.

Moscovici, S. 2000. *Social Representations: Studies in Social Psychology*. Cambridge: Polity.

Murphy, P. E. 2005. Developing, Communicating and Promoting Corporate Ethics Statements: A Longitudinal Analysis. *Journal of Business Ethics*, Vol. 62(2): 183-189.

Nelson, R. E. and S. Gopalan. 2003. Do Organizational Cultures Replicate National Cultures? Isomorphism, Rejection and Reciprocal Opposition in the Corporate Values of Three Countries. *Organization Studies*, Vol. 24(7): 1115-1151.

Norris, P., and R. Inglehart. 2011. *Sacred and Secular: Religion and Politics Worldwide*. Cambridge University Press.

Oberg, A. and P. Walgenbach. 2008. Hierarchical Structures of Communication in A Network Organization. *Scandinavian Journal of Management*, Vol. 24(3): 183-198.

OECD. 2016. *Economic Survey of the United States 2016*, Available from <<http://www.oecd.org/turkey/economic-survey-turkey.html>>. [5 November 2017].

OECD. 2016. Economic Survey of the Turkey 2016, Available from <<http://www.oecd.org/eco/surveys/economic-survey-united-states.html>>. [5 November 2017].

OECD. 2017. Health Expenditure Per Capita, in Health at a Glance 2017: OECD Indicators. OECD Publishing.

Osborne, R.L. 1991. Core Value Statements: The Corporate Compass. Business Horizons, Vol. 34(5): 28-34.

Oxford Dictionary. Available from <<https://en.oxforddictionaries.com/definition/axiology>>.

Özensel, E. 2003. Sosyolojik Bir Olgu Olarak Değer (Value as a Sociological Phenomenon). Değerler Eğitimi Dergisi, Vol. 1(3): 217-239.

Özgüven, I. E. 1999. Psikolojik Testler (Psychological Tests) (3rd ed.). Ankara: PDREM Yayınları.

Parsons, T. 1951. The Social System. Glencoe, IL: Free Press.

Pearce, J. A. and F. David. 1987. Corporate Mission Statements: The Bottom Line. Academy of Management Executive, Vol. 1(2): 109-115.

Pepper, G. 1995. Communicating in Organizations: A Cultural Approach. New York: McGraw-Hill.

Peters, T. and R. H. Waterman. 1995. In Search of Excellence. Lessons from America's Best Run Companies. London: Harper Collins Business.

Peters, T. J., R. H. Waterman, and I. Jones. 1982. In Search of Excellence: Lessons from America's Best-Run Companies. Harper & Row.

Peterson, M. F. 2010. International Themes in Organizational Culture Research in Ashkanasy, Neal M., C. P. Wilderom and M. F. Peterson (eds.). *The Handbook of Organizational Culture and Climate*. Sage.

Podnar, K., U. Tuskej and U. Golob. 2012. Mapping Semantic Meaning of Corporate Reputation in Global Economic Crisis Context: A Slovenian Study. *Public Relations Review*, Vol: 38(5): 906-915.

Posner, B. Z., W. A. Randolph and W. H. Schmidt. 1987. Managerial Values and Across Functions. *Group & Organization Management*, Vol. 12(4): 373-385.

Ralston, D. A. 2007. Cuba: A Comparison of Work Values on Castro's Island with Those in the United States. *Thunderbird International Business Review*, Vol. 49(6): 655-669.

Ralston, D. A. 2008. The Crossvergence Perspective: Reflections and Projections. *Academy of International Business*, Vol. 39: 27-40.

Ralston et al. 1993. Differences in Managerial Values: A Study of US, Hong Kong and PRC Managers. *Journal of International Business Studies*, Vol. 24(2): 249-275.

Ralston et al. 1996. The Cosmopolitan Chinese Manager: Findings of a Study on Managerial Values across the Six Regions of China. *Journal of International Management*, Vol. 2(2): 79-109.

Ralston et al. 1997. The Impact of National Culture and Economic Ideology on Managerial Work Values: A Study of the United States, Russia, Japan and China. *Journal of International Business Studies*, Vol. 28(1): 177-208.

Ralston et al. 1999a. A Comparative Study of the Work Values of North and South Vietnamese Managers. *Journal of International Business Studies*, Vol. 30(4): 655-672.

Ralston et al. 2006a. Stability and Change in Managerial Work Values: A Longitudinal Study of China, Hong Kong and the US. *Management and Organization Review*, Vol. 2(1): 67-94.

Rendtorff, J. D. 2009. *Responsibility, Ethics and Legitimacy of Corporations*. Copenhagen Business School Press DK.

Roberge, M.-É. et al. 2011. From Theory to Practice: Recommending Supportive Diversity Practices. *Journal of Diversity Management*, Vol. 6(2): 1-20.

Roe, R. A. and P. Ester. 1999. Values and Work: Empirical Findings and Theoretical Perspective. *Applied Psychology*, Vol. 48(1): 1-21.

Rokeach, M. 1972. *Beliefs, Attitudes and Values*. San Fransisco: Jossey-Bass.

Rokeach, M. 1973. *The Nature of Human Values*. New York: The Free Press.

Rokeach, M. 1979. *Understanding Human Values*. New York: The Free Press.

Rowell, K. and T. Berry. 1993. Leadership, Vision, Values and Systematic Wisdom. *Leadership and Organization Development Journal*, Vol. 14(7): 18.

Rugman, A.M. and S. Collinson. 2006. *International Business (4th ed.)*. Harlow: Pearson Education

Russell, R. F. 2001. The Role of Values in Servant Leadership. *Leadership & Organization Development Journal*, Vol. 22(2): 76-84.

Sagar, D., L. Mead and K. Bampton. 2009. *Cima Official Learning System Fundamentals of Ethics, Corporate Governance and Business Law*. Elsevier.

Sagiv, L. and S. H. Schwartz. 2007. Cultural Values in Organisations: Insights for Europe. *European J. International Management*, Vol. 1(3): 176–190.

Sagiv, L. and S. H. Schwartz. 2000. Value Priorities and Subjective Well-Being: Direct Relations and Congruity Effect. *European Journal of Social Psychology*, Vol. 30(2): 177-198.

Sammut, G. et al. 2015. Social Representations: A Revolutionary Paradigm, in Sammut, G. et al, ed., *The Cambridge Handbook of Social Representations*. Cambridge University Press.

Schein, E. H. 1983. The Role of Founder in Creating Organizational Culture. *Organizational Dynamics*, Vol. 12: 13-28.

Schein, E. H. 1984. Coming to A New Awareness of Organizational Culture. *Sloan Management Review*, Vol. 25(2): 3-16.

Schein, E. H. 1992. *Organizational Culture and Leadership*. San Fransisco, CA: Jossey-Bass.

Schein, E. H. 2004. *Organizational Culture and Leadership* (3rd ed.) San Fransisco: John Wiley & Sons.

Schein, E. H. 2010. *Organizational Culture and Leadership* (4th ed.) San Fransisco: Jossey-Bass.

Schwartz, S. H. 1992. Universals in the Content and Structure of Values: Theoretical Advances and Empirical Tests in 20 Countries. *Advances in Experimental Social Psychology*, Vol. 25: 1-65.

Schwartz, S. H. 1994. Are There Universal Aspects in The Content and Structure of Values? *Journal of Social Issues*, Vol. 50: 19-45.

Schwartz, S. H. 1994b. Beyond Individualism/Collectivism: New Cultural Dimensions of Values, in Kim, U. et al. (eds). Individualism and Collectivism: Theory, Method and Applications. Newbury Park, CA: Sage.

Schwartz, S. H. 2006a. A Theory of Cultural Value Orientations: Explication and Applications. Comparative Sociology, Vol. 5(2): 137-182.

Schwartz, S. H. 2012. An Overview of the Schwartz Theory of Basic Values. Online Readings in Psychology and Culture, Vol. 2(1): 11.

Schwartz, S.H. 1999. Cultural Value Differences: Some Implications for Work. Applied Psychology: An International Review, Vol. 48: 23–47.

Schwartz, S.H. 2004. Mapping and Interpreting Cultural Differences Around the World, in Vinken, H., J. Soeters and P. Ester (eds.): Comparing Cultures, Dimensions of Culture in a Comparative Perspective. Brill, Leiden, The Netherlands: 43–73.

Schwartz, S.H. and M. Ros. 1995. Values in the West: A Theoretical and Empirical Challenge to the Individualism-Collectivism Cultural Dimension. World Psychology, Vol. 1(2): 91-122.

Schwartz, S. H. and W. Bilsky. 1987. Toward A Universal Psychological Structure of Human Values. Journal of Personality and Social Psychology, Vol. 53(3): 550-562.

Scott, J. 2017. Social Network Analysis. Sage.

Silah, M. 2005. Sosyal Psikoloji Davranış Bilimi (Social Psychology Behavioral Science) (2nd ed.). Ankara: Seçkin Yayıncılık.

Şişman, M. 2002. Örgütler ve Kùltürler (Organizations and Cultures). Ankara: Pegem Yayıncılık.

Slattery, M. 2003. *Key Ideas in Sociology*. Nelson Thornes.

Smircich, L. 1983. Concepts of Culture and Organizational Analysis. *Administrative Science Quarterly*, Vol. 28(3): 339-358.

Stohl, C. 2001. Globalizing Organizational Communication in Jablin, F. and L. Putnam (eds.), *The New Handbook of Organizational Communication: Advances in Theory, Research, and Methods* (pp. 323-375). Thousand Oaks, CA: Sage.

Stohl, M., C. Stohl and N. C. Townsley. 2007. A New Generation of Global Corporate Social Responsibility, in May, S. K., G. Chaney and J. Roper. *The Debate over Corporate Social Responsibility*. Oxford University Press.

Sullivan, G. R. and M.V. Harper. 1996. *Hope Is Not a Method: What Business Leaders Can Learn from America's Army*. New York: Times Books.

Super, D. E. 1980. A Life-Span, Life-Space Approach to Career Development. *Journal of Occupational Psychology*, Vol. 52: 129-148.

Transparency International. 2017. What is Corruption? Available from <<https://www.transparency.org/what-is-corruption>>. [25 September 2017].

Trice, H. M. and J. M. Bayer. 1993. *The Culture of Work Organizations*. Prentice Hall.

Trifonovitch, G. J. 1977. Culture Learning/Culture Teaching. *Educational Perspectives*, Vol. 6(4): 18-22.

Trompenaars, F. and C. Hampden-Turner. 1998. *Riding the Waves of Culture: Understanding Diversity in Global Business*. Nicholas Brealey Publishing.

United Nations Human Development Report 2016. Available from, <http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf>. [3 December 2017].

United Nations Human Rights Office of the High Commissioner. Retrieved in December 1 from, <http://www.ohchr.org/EN/Issues/SRHRDefenders/Pages/Declaration.aspx>.

van der Meer, T. G. 2016. Automated Content Analysis and Crisis Communication Research. *Public Relations Review*, Vol: 42(5), 952-961.

Van Lee, R., L. Fabish and N. McGaw. 2005. The Value of Corporate Values. *Strategy and business*, Vol. 39: 1-14.

Wang, L. and A. C. James. 2005. Web Sites: Hofstede Revisited and the Relationship between National Culture and Organizational Culture Explored. Paper presented at the annual meeting of the International Communication Association, Sheraton, New York.

Wang, Y. 2009. Examination of Philosophy-Based Management of Contemporary Japanese Corporations: Philosophy, Value Orientation and Performance. *Journal of Business Ethics*, Vol. 85(1): 1-12.

Watkins, L. and J. Gnoth. 2011. The Value Orientation Approach to Understanding Culture. *Annals of Tourism Research*, Vol. 38(4): 1274-1299.

Webber, R. H. 1969. Convergence or Divergence. *Columbia Journal of World Business*, Vol. 4(3): 75-83.

Welzel, C. 2013. *Freedom Rising Human Empowerment and the Quest for Emancipation*. Cambridge University Press.

Welzel, C., R. Inglehart, and H. D. Kligemann. 2003. The Theory of Human Development: A Cross-Cultural Development. *European Journal of Political Research*, Vol. 42: 341-380.

Wenstøp, F. and A. Myrmet. 2006. Structuring Organizational Value Statements. *Management Research News*, Vol. 29(11): 673-683.

White, H. C. 2008. *How Social Formations Emerge*. (2nd ed). Princeton University Press.

Wiener, Y. 1988. Forms of Values Systems: A Focus on Organizational Effectiveness and Cultural Change and Maintenance. *Academy of Management Review*, Vol. 13: 534-545.

Williams, S. L. and G. R. Ferris. 2000. The Changing Nature of the Employment Relationship: Reclaiming Values in the Workplace. *Global Business and Organizational Excellence*, Vol. 20(1): 25-30.

Woiceshyn, J. and L. Falkenberg. 2008. Value Creation in Knowledge-Based Firms: Aligning Problems and Resources. *The Academy of Management Perspectives*, Vol. 22(2).

World Values Survey. 2011. Online Data Analysis. Retrieved in November 2017, from <http://www.worldvaluessurvey.org/WVSONline.jsp>.

Yang, A. and M. Kent. 2014. Social Media and Organizational Visibility: A Sample of Fortune 500 Corporations. *Public Relations Review*, Vol. 40(3): 562-564.

Young, M. 1996. Cognitive Mapping Meets Semantic Networks. *Journal of Conflict Resolution*, Vol: 40: 395-414.

APPENDICE A

List of Turkish Companies

Rank	Company	Availability of Values Statement
1	BOTAŞ	Not analyzed
2	TÜPRAŞ	Available
3	Petrol Ofisi	Available
4	THY	Available
5	TEİAŞ	Not analyzed
6	TETAŞ	Not analyzed
7	OPET	Available
8	BİM	Unavailable
9	FORD OTOMOTİV	Available
10	SHELL&TURCAS	Available
11	TÜRK TELEKOM	Available
12	ARÇELİK	Available
13	TURKCELL	Available
14	ENKA	Available
15	EREĞLİ DEMİR ÇELİK	Available
16	DOĞUŞ OTOMOTİV	Available
17	ANADOLU EFES	Available
18	TOFAŞ	Available
19	MİGROS	Available
20	VESTEL	Available
21	POLİMEKS İNŞAAT	Available
22	JTI	Unavailable

23	SELÇUK DEPOSU	ECZA	Unavailable
24	EÜAŞ		Not analyzed
25	AYGAZ		Available
26	IC İÇTAŞ		Unavailable
27	İSTANBUL RAFİNERİSİ	ALTIN	Available
28	İGDAŞ		Available
29	İÇDAŞ		Unavailable
30	THY OPET HAVACILIK YAKITLARI		Available
31	OTOKOÇ		Available
32	BSH EV ALETLERİ		Available
33	PETKİM		Available
34	UNILEVER		Available
35	CARREFOUR		Unavailable
36	TR FABRİKALARI	ŞEKER	Not analyzed
37	TİRYAKİ AGRO GIDA		Available
38	PEGASUS		Unavailable
39	İNDEKS BİLGİSAYAR		Available
40	GÜNEŞ HAVACILIK		Unavailable
41	ÇALIK ENERJİ		Available
42	DHMİ		Not analyzed
43	TEKNOSA		Available
44	MAPA İNŞAAT		Unavailable
45	TÜRK TRAKTÖR		Available
46	ÜLKER		Available
47	AKSA DOĞALGAZ		Available
48	TOSÇELİK		Available
49	GÜBRETAŞ		Available
50	BORUSAN HOLDİNG		Available

51	AKSA ELEKTRİK	Unavailable
52	GEN-PA	Available
53	TUSAŞ	Available
54	ASELSAN	Unavailable
55	MENGERLER	Unavailable
56	SARKUYSAN	Available
57	TAV TEPE AKFEN	Available
58	ETİ	Unavailable
59	BİZİM TOPTAN SATIŞ	Unavailable
60	ER-BAKIR	Available
61	AKSA ENERJİ ÜRETİM	Unavailable
62	TP PETROL DAĞITIM	Available
63	TEKFEN İNŞAAT	Available
64	KİPA	Available
65	LİMAK İNŞAAT	Available
66	KARDEMİR	Available
67	ETİ MADEN İŞL.	Available
68	SAKARYA ELEKTRİK PERAKENDE SATIŞ (SEPAŞ)	Unavailable
69	İPRAGAZ	Available
70	KONYA ŞEKER	Unavailable
71	TR KÖMÜR İŞL	Not analyzed
72	TRAKYA CAM SANAYİİ	Available
73	İZMİR DEMİR ÇELİK	Unavailable
74	ÇAYKUR	Unavailable
75	ASSAN ALÜMİNYUM	Available
76	AKSA AKRİLİK	Available
77	ACIBADEM	Available
78	ATÜ TURİZM	Unavailable
79	BANVİT	Available

80	BORUSAN MANNESMANN	Available
81	YOLBULAN BAŞTUĞ	Unavailable
82	SÜTAŞ	Available
83	KOTON	Unavailable
84	TÜRKİYE PETROLLERİ.GOV	Not analyzed
85	AKENERJİ	Available
86	BRİSA BRİDGESTONE	Available
87	BOYNER	Available
88	SODA SANAYİİ	Available
89	TCDD.GOV	Unavailable
90	KORDSA GLOBAL	Available
91	KOLUMAN MOTORLU ARAÇLAR	Available
92	NADİR METAL RAFİNERİ	Unavailable
93	LİMAK YATIRIM ENERJİ	Unavailable
94	ABALIOĞLU	Available
95	TOROS TARIM	Available
96	DEFACTO	Available
97	TAV İSTANBUL TERMİNAL İŞL.	Available
98	YAŞAR BİRLEŞİK PAZARLAMA	Available
99	KORTEKS MENSUCAT	Available
100	BİMEKS	Unavailable
101	NETLOG LOJİSTİK	Available
102	TEPE İNŞAAT	Available
103	ANADOLU CAM SANAYİİ	Available

104	EWE ENERJİ	Available
105	YDA İNŞAAT	Unavailable
106	PENTA TEKNOLOJİ ÜRÜNLERİ	Available
107	EKOL LOJİSTİK	Available
108	MMK METALURJİ	Available
109	TAB GIDA SAN.	Unavailable
110	AKÇANSA ÇİMENTO	Available
111	MULTİNET KURUMSAL HİZMETLER	Available
112	ÇELİK MOTOR TİCARET	Available
113	OTOKAR	Unavailable
114	ARENA BİLGİSAYAR	Unavailable
115	BORUSAN LOJİSTİK	Available
116	BORUSAN MAKİNA VE GÜÇ SİS	Available
117	MOBİLTEL İLETİŞİM	Unavailable
118	KADOOĞLU PETROLCÜLÜK	Unavailable
119	ALTINMARKA GIDA SAN	Unavailable
120	GOODYEAR LASTİKLERİ	Unavailable
121	KAPTAN DEMİR ÇELİK	Unavailable
122	SCHNEIDER ELEKTRİK	Unavailable
123	S.S BURSA ECZACILARI	Not analyzed
124	MAKRO MARKET	Unavailable
125	NAMET GIDA	Available

126	ALTUNKAYA İNŞAAT NAKLİYAT	Unavailable
127	GAMA GÜÇ SİSTEMLERİ	Available
128	LİMAK ÇİMENTO	Available
129	HES HACILAR ELEKTRİK	Available
130	TÜRK PİRELLİ LASTİKLERİ	Unavailable
131	ABDİ İBRAHİM	Available
132	NAKSAN PLASTİK VE ENERJİ	Unavailable
133	ÇİMSA ÇİMENTO	Available
134	KÖKSAN PET VE PLASTİK AMBALAJ	Unavailable
135	ALSTOM GRİD ENERJİ	Unavailable
136	BİRGİ BİRLEŞİK GİYİM İHRACATÇILARI	Unavailable
137	RAM DIŞ TİCARET	Available
138	SEMBOL ULUSLARARASI YATIRIM	Available
139	SETUR SERVİS	Unavailable
140	BAYER TÜRK KİMYA	Available
141	SASA POLYESTER	Available
142	BİLKOM BİLİŞİM SİSTEMLERİ	Unavailable
143	ÇELİKLER TAAHHÜT İNŞAAT	Unavailable
144	AĞAÇLI OTOMOTİV GIDA	Available
145	TELPA	Available

146	AK-PA TEKSTİL İHRACAT	Available
147	MKS KIYMETLİ MADENLER	Unavailable
148	EVKUR ALIŞVERİŞ MERKEZLERİ	Unavailable
149	SOFRA YEMEK ÜRETİM	Available
150	RAINTRADE PETROKİMYA	Unavailable
151	BAŞKENT ELEKTRİK DAĞITIM	Available
152	MAVİ GİYİM	Available
153	ERPİLİÇ	Unavailable
154	ULUSOY UN	Unavailable
155	KARSAN OTOMOTİV	Available
156	AKSA JENERATÖR	Unavailable
157	İNDESİT	Unavailable
158	FOXCONN	Unavailable
159	NETAŞ TELEKOMÜNİKASYON	Available
160	BOYTAŞ MOBİLYA	Available
161	ASAŞ ALÜMİNYUM	Available
162	NUH ÇİMENTO	Available
163	TÜRK PRYSMIAN KABLO	Unavailable
164	ODEON TURİZM İŞL	Available
165	ÖZDİLEK	Available
166	TERMOPET AKARYAKIT	Unavailable
167	EKİM TURİZM TİCARET	Unavailable

168	MAKİNA VE KİMYA ENDÜSTRİSİ KURUMU.GOV	Not analyzed
169	KALE SERAMİK	Available
170	ROKETSAN	Available
171	GARANTİ-KOZA İNŞAAT	Unavailable
172	BEYMEN	Available
173	SOCAR GAZ TİCARETİ	Unavailable
174	ISUZU	Available
175	NOKSEL ÇELİK BORU SAN	Unavailable
176	ATASAY KUYUMCULUK	Available
177	BEYPİLİÇ	Unavailable
178	AYDINLI HAZIR GİYİM	Available
179	ARMADA BİLGİSAYAR SİSTEMLERİ	Available
180	EDAK.ORG	Unavailable
181	MOBİMARK İLETİŞİM TEK.	Unavailable
182	PETLAS LASTİK	Available
183	TAT GIDA SAN	Available
184	IATI TURİZM	Unavailable
185	HAS OTOMOTİV	Unavailable
186	KÜÇÜKBAY YAĞ VE DETERJAN SAN	Unavailable
187	SARTEN AMBALAJ	Available
188	METRO TURİZM	Unavailable
189	SİYAM PETROLÇÜLÜK	Unavailable
190	TRAKYA BİRLİK	Unavailable

191	TÜRKSAT	Unavailable
192	AVEK OTOMOTİV SERVİS SAN	Unavailable
193	HONDA TÜRKİYE	Available
194	RAVAGO PETROKİMYA	Unavailable
195	MERKEZ ÇELİK SAN	Available
196	SANKO PAZARLAMA	Unavailable
197	FASDAT GIDA	Unavailable
198	ÇORUH ELEKTRİK	Unavailable
199	TAHA KARGO DIŞ TİCARET	Available
200	PLASMAR PLASTİK	Available
201	FNSS SAVUNMA SİSTEMLERİ	Available
202	COMPONENTA DÖKÜMCÜLÜK	Available
203	PALMET ENERJİ	Unavailable
204	GEMLİK GÜBRE SANAYİ	Available
205	İNTEMA İNŞAAT VE TESİSAT	Available
206	MEMORIAL SAĞLIK YATIRIMLARI	Available
207	ENERJİ PETROL ÜRÜNLERİ PAZARLAMA	Unavailable
208	DOĞAN DAĞITIM SATIŞ PAZARLAMA	Available
209	LİDERSAN SAĞLIK VE GIDA	Available
210	ÇALIK DENİM	Available

	TEKSTİL	
211	GALERİ KRİSTAL TURİZM	Unavailable
212	ETİ BAKIR A.Ş	Unavailable
213	CMS JANT VE MAKİNA	Unavailable
214	DAIKIN	Available
215	GELECEK OTOMOTİV	Unavailable
216	ÇİMENTAŞ	Unavailable
217	TEKLAS KAUÇUK SAN	Available
218	BEŞLER MAKARNA UN	Unavailable
219	TÜRK TUBORG	Available
220	YAZAKI OTOMOTİV	Available
221	BURSAGAZ	Available
222	ÇELEBİ HAVA SERVİSİ	Available
223	AVES ENERJİ YAĞ	Unavailable
224	MATLI YEM SANAYİ	Available
225	HİDROMEK	Available
226	MERSİN ULUSLARARASI LİMAN İŞL.	Available
227	STFA İNŞAAT	Available
228	İSTANBUL ULAŞIM SAN	Available
229	DYO BOYA	Available
230	KOÇ SİSTEM BİLGİ VE İLETİŞİM	Unavailable
231	TURİSTİK HAVA TAŞIMACILIK	Unavailable
232	STFA DENİZ İNŞAATI	Available
233	VANGÖLÜ ELEKTRİK	Unavailable

	DAĞITIM	
234	INDOROMA VENTURES ADANA PET SANAYİ	Available
235	HEMA ENDÜSTRİ	Unavailable
236	YAYLA AGRO GIDA	Unavailable
237	DERİNDERE TURİZM OTOMOTİV	Unavailable
238	KOROZO AMBALAJ SAN	Unavailable
239	ÖZKAN DEMİR ÇELİK SAN	Available
240	KIPTAŞ İSTANBUL KONUT İMAR	Unavailable
241	FIRAT ELEKTRİK	Unavailable
242	HAVELSAN	Available
243	NAKPA PLASTİK SANAYİ	Unavailable
244	MARS LOJİSTİK GRUP	Available
245	ASİL ÇELİK SANAYİ	Unavailable
246	ANAGOLD MADENCİLİK	Unavailable
247	ADESE ALIŞVERİŞ MERKEZLERİ	Unavailable
248	GRAM ALTIN PAZARLAMA	Unavailable
249	OMSAN LOJİSTİK	Available
250	AŞKALE ÇİMENTO SANAYİ	Unavailable
251	TORUNLAR GIDA	Unavailable
252	HASMER OTOMOTİV	Unavailable
253	NUROL İNŞAAT	Unavailable

254	MESCİER DEMİR ÇELİK	Unavailable
255	İDO İSTANBUL DENİZ OTOBÜSLERİ	Unavailable
256	BALIKESİR ELEKTROMEKANİK SAN	Available
257	BOYTEKS TEKSTİL İNŞAAT	Available
258	BURSA ÇİMENTO FABRİKASI	Unavailable
259	AYDEM ELEKTRİK DAĞITIM	Unavailable
260	GÜLERMAK AĞIR SANAYİ	Unavailable
261	İSTAÇ	Available
262	BEREKET ENERJİ ÜRETİM	Unavailable
263	BATIÇİM	Unavailable
264	YUNUS MARKET İŞLETMELERİ	Unavailable
265	TANTUR TURİZM	Unavailable
266	HÜRRİYET GAZETECİLİK	Available
267	İLHAN DEMİR ÇELİK VE BORU	Unavailable
268	DOĞUŞ ÇAY	Available
269	REKA BİTKİSEL YAĞLAR	Available
270	AUNDE TEKNİK TEKSTİL	Available
271	ÇEKOK GIDA SANAYİ	Unavailable

272	D TES ELEKTRİK ENERJİSİ	Unavailable
273	DEVA HOLDİNG	Available
274	ZORLU ENERJİ ELEKTRİK	Available
275	YEŞİM SATIŞ MAĞAZALARI	Available
276		
277	KOÇ ÇELİK SANAYİ	Unavailable
278	ELİTA GIDA SAN	Available
279	OBA MAKARNACILIK	Unavailable
280	TEKZEN TİCARET	Unavailable
281	MENDERES TEKSTİL SANAYİ	Unavailable
282	METAL MARKET DIŞ TİCARET	Unavailable
283	ANEL ELEKTRİK PROJE	Available
284	İNANLAR İNŞAAT	Unavailable
285	KENT GIDA	Available
286	HOROZ LOJİSTİK	Unavailable
287	HÜRKUŞ HAVAYOLU TAŞIMACILIK	Unavailable
288	ASCENDUM MAKİNA	Available
289	ÇELİKLER SEYİTÖMER ELEKTRİK	Unavailable
290	ORTA ANADOLU TİCARET VE SAN	Available
291	AGT AĞAÇ SANAYİ	Available
292	SS TESİS YÖNETİM HİZMETLERİ	Available

293	KERİM ÇELİK MAMULLERİ	Available
294	KADOOĞLU YAĞ SAN VE TİC	Unavailable
295	ADOPEN PLASTİK VE İNŞAAT	Available
296	SARAY DÖKÜM VE MADENİ AKSAM	Unavailable
297	DÜNYA ULUSLARARASI MÜCEVHERAT	Unavailable
298	RESINEX-BMY PLASTİK KİMYA	Unavailable
299	SEVAL KABLO	Unavailable
300	OLMUKSAN INTERNATIONAL PAPER	Available
301	ÖZYILMAZ FINDIK TİCARET	Available
302	AY MARKA MAĞAZACILIK	Unavailable
303	KOÇ HADDECİLİK TEKSTİL	Unavailable
304	TOSYALI DEMİR ÇELİK SAN	Available
305	MİTAŞ ENERJİ	Unavailable
306	İSTANBUL AĞAÇ PEYZAJ	Available
307	SAKARYA ELEKTRİK DAĞITIM	Available
308	ALTIN ATEŞ KİMYA	Unavailable
309	EROĞLU GİYİM	Available

	SANAYİ	
310	YOLBULAN METAL SANAYİ	Unavailable
311	TEMSA İŞ MAKİNALARI İMALAT	Available
312	MONDİ TİRE KUTSAN KAĞIT	Available
313	ODAŞ ELEKTRİK ÜRETİM	Available
314	HAS OTOMOTİV	Unavailable
315	C5 ELEKTRONİK SAN	Unavailable
316	HUGO BOSS TEKSTİL	Unavailable
317	ŞIK MAKAS GİYİM	Unavailable
318	REİS RS ENERJİ	Available
319	İNCİ GS YUASA AKÜ	Unavailable
320	TANKAR OTO PETROL	Unavailable
321	NORM CİVATA SAN	Unavailable
322	EREĞLİ TEKSTİL	Unavailable
323	AS ÇİMENTO	Unavailable
324	EGE PROFİL	Available
325	KALE GIDA SANAYİ	Unavailable
326	KİĞİLİ GİYİM	Unavailable
327	ONTEX TÜKETİM ÜRÜNLERİ	Available
328	KARAKAŞ ATLANTİS KIYMETLİ MADENLER	Available
329	ASF OTOMOTİV	Available
330	KALYONCU NAKLİYAT	Unavailable
331	ERDEMOĞLU DIŞ TİCARET	Available
332	FLEETCORP	Unavailable

	OPERASYONEL TAŞIT	
333	BAGFAŞ BANDIRMA GÜBRE	Available
334	DELPHI OTOMOTİV SİSTEMLERİ	Unavailable
335	AE ARMA ELEKTROPANÇ	Unavailable
336	ETSUN ENTEGRE TARIM	Unavailable
337	JOTUN BOYA	Available
338	CMS JANT SANAYİ	Unavailable
339	VAKKO TEKSTİL	Unavailable
340	İŞKUR İPLİK KUMAŞ MENSUCAT	Unavailable
341	EĞRETLİ GIDA VE TEKSTİL	Unavailable
342	YÖRSAN GIDA	Unavailable
343	HAVAŞ	Available
344	ŞİRİKÇİOĞLU MENSUCAT	Unavailable
345	UNAT YAĞ GIDA SAN	Unavailable
346	YILDIZ SUNTA MDF	Unavailable
347	ÜMRAN ÇELİK BORU	Unavailable
348	GEDİK TAVUKÇULUK	Unavailable
349	ERSER GRUP TARIM	Available
350	ARSLANTÜRK TARIM ÜRÜNLERİ	Unavailable
351	ALARKO CARRIER	Available
352	SADIK OTOMOTİV	Available
353	ALSİM ALARKO SANAYİ TESİSLERİ	Available
354	VİSTA TURİZM	Available

355	AKYÜREK TÜKETİM ÜRÜNLERİ	Unavailable
356	ERBAK-ULUDAĞ PAZARLAMA	Available
357	ORTADOĞU RULMAN SANAYİ	Unavailable
358	BTA HAVALİMANLARI	Available
359	ADANA ÇİMENTO SANAYİ	Available
360	ARKEM KİMYA SANAYİ	Available
361	ACARLAR TİCARET SANAYİ TURİZM	Unavailable
362	KARSAN KARADENİZ KİMYA	Unavailable
363	HARPUT TEKSTİL SANAYİ	Unavailable
364	UYUM GIDA VE İHTİYAÇ MADDELERİ	Unavailable
365	ABDİOĞULLARI PLASTİK VE AMBALAJ	Available
366	HASTAVUK GIDA	Unavailable
367	TÜRKMEN GRUP İTHALAT	Unavailable
368	ŞİRECİ TEKSTİL SANAYİ	Unavailable
369	FARPLAS OTO YEDEK PARÇALARI	Available
370	POLİBAK PLASTİK	Unavailable
371	PAKPEN PLASTİK BORU	Unavailable

372	İHLAS HOLDİNG	Unavailable
373	GATES POWERTRAIN	Unavailable
374	ÖZ-SEL ECZA DEPOLARI	Unavailable
375	ALTUR TURİZM SANAYİ	Unavailable
376	KALE KİLİT	Available
377	BEYAZ FİLO OTO KİRALAMA	Available
378	SELÇUK İPLİK SANAYİ	Unavailable
379	BOLU ÇİMENTO SANAYİ	Available
380	KORUMA KLOR ALKALİ SAN	Unavailable
381	TROY KIYMETLİ MADEN	Available
382	MEMİŞOĞLU TARIM ÜRÜNLERİ	Available
383	MARMARA PAMUKLU MENSUCAT	Available
384	KARDEMİR HADDECİLİK SAN	Unavailable
385	BAŞTUĞ ÇELİK SAN	Unavailable
386	AGCO TARIM MAKİNALARI	Unavailable
387	GOLD TEKNOLOJİ MARKETLERİ	Unavailable
388	GÖKNUR GIDA MADDELERİ	Unavailable
389	VATAN PLASTİK SAN	Unavailable
390	ARTI SEYAHAT ACENTESİ	Unavailable

391	BOYÇELİK METAL SAN	Available
392	OSMANGAZİ ELEKTRİK DAĞITIM	Available
393	ERCİYAS ÇELİK BORU	Available
394	DURMAZLAR MAKİNA SAN	Unavailable
395	KEREVİTAŞ GIDA SAN	Unavailable
396	RUHA ELEKTRİK	Unavailable
397	VİKO ELEKTRİK	Available
398	SECURİTAS GÜVENLİK	Available
399	TRAKYA ELEKTRİK DAĞITIM	Unavailable
400	TEPE SAVUNMA VE GÜVENLİK SİS	Unavailable
401	GÜMÜŞDOĞA SU ÜRÜNLERİ	Unavailable
402	BOSSA TİC	Unavailable
403	ODAK İNŞAAT MÜHENDİSLİK	Available
404	DOĞTAŞ KELEBEK MOBİLYA	Available
405	AKKİM KİMYA SAN	Available
406	KÜÇÜKÇALIK TEKSTİL SAN	Available
407	ARAS ELEKTRİK DAĞITIM	Available
408	SARBAK METAL TİCARET	Unavailable
409	MATESA TEKSTİL SAN	Unavailable
410	DUMAN PETROL	Unavailable

	NAKLİYAT	
411	GÖLTAŞ GÖLLER BÖLGESİ ÇİMENTO	Unavailable
412	İZOCAM	Available
413	HALİL PEKDEMİR ÇİFTLİĞİ	Unavailable
414	BAYMAK MAKİNA SAN	Unavailable
415	EMEK BORU MAKİNA	Unavailable
416	POLAT YOL YAPI	Available
417	TURSA TARIM ÜRÜNLERİ	Unavailable
418	BURULAŞ	Unavailable
419	ERPA HAZIR GİYİM	Unavailable
420	ÇETAŞ OTOMOTİV AKARYAKIT	Unavailable
421	SENTİM BİLİŞİM TEKNOLOJİLERİ	Unavailable
422	SUN TEKSTİL SANAYİ	Unavailable
423	İSTİKBAL MOBİLYA	Available
424	MEM TEKSTİL	Unavailable
425	BORUSAN OTOMOTİV PAZARLAMA	Available
426	KOYUNCU ELEKTRONİK BİLGİ İŞLEM	Unavailable
427	KUMTEL DAYANIKLI TÜKETİM MALLARI	Unavailable
428	HATTUŞA ENERJİ	Available
429	SÜRAT KARGO LOJİSTİK	Unavailable
430	ALIŞAN LOJİSTİK	Unavailable

431	CANDY HOOVER EUROASIA	Unavailable
432	AKDENİZ GÜVENLİK HİZMETLERİ	Unavailable
433	ALTEK DÖKÜM MADDE	Unavailable
434	CÖMERTOĞLU OTELCİLİK	Unavailable
435	GÜL ECZA DEPOSU	Unavailable
436	LEONI KABLO	Unavailable
437	GALATASARAY SPORTİF SINAİ	Unavailable
438	BORSAN KABLO ELEKTRİK	Unavailable
439	CYE PETROL TİCARET	Unavailable
440	CSUN EUROASIA ENERJİ	Available
441	KLC GIDA ÜRÜNLERİ	Available
442	VANGÖLÜ ELEKTRİK PERAKENDE SATIŞ	Available
443	ALTAŞ YAPI SANAYİ	Unavailable
444	HASEL İSTİF MAKİNALARI	Available
445	SEMT MARKETÇİLİK LOJİSTİK	Unavailable
446	REYSAŞ TAŞIMACILIK	Available
447	BAŞTAŞ BAŞKENT ÇİMENTO	Unavailable
448	BİS ENERJİ ELEKTRİK ÜRETİM	Unavailable
449	DUMANKAYA İNŞAAT	Available
450	İSTANBUL OTOBÜS	Available

	İŞL	
451	SERANİT GRANİT SERAMİK	Unavailable
452	AK-AY GIDA MÜHENDİSLİK	Unavailable
453	ARCELORMITTAL AMBALAJ ÇELİĞİ	Unavailable
454	PAMUKKALE KABLO SAN	Unavailable
455	YARIŞ KABİN SAN	Unavailable
456	GROSERİ GIDA VE İHTİYAÇ	Unavailable
457	KONYA ÇİMENTO SAN	Unavailable
458	HELVACIZADE GIDA	Unavailable
459	POYRAZ FINDIK ENTEĞRE SAN	Unavailable
460	ETİ KROM A.Ş.	Available
461	ERCAL FINDIK OTOMOTİV	Available
462	ERKUNT TRAKTÖR	Unavailable
463	ALCATEL LUCENT TELETAŞ	Unavailable
464	ÇAMLI YEM BESİCİLİK	Available
465	YATAŞ YATAK VE YORGAN	Unavailable
466	İPEKYOL GİYİM	Unavailable
467	GÜRSOY TARIMSAL ÜRÜNLER	Available
468	BIOTEKNO BÜTÜNLEŞİK İŞ OPER.	Unavailable
469	MERSİN UN SANAYİ	Unavailable

470	TERSAN TERSANECİLİK	Unavailable
471	EGE SERAMİK	Unavailable
472	AKYEM ADANA YEM	Unavailable
473	AKBAŞLAR TEKSTİL ENERJİ	Available
474	GÖZE TARIM ÜRÜNLERİ	Unavailable
475	ÇAMSAN ENTEGRE AĞAÇ	Unavailable
476	POLYPLEX EUROPA POLYESTER	Unavailable
477	FENERBAHÇE FUTBOL A.Ş.	Unavailable
478	GÜRTEKS İPLİK SAN	Unavailable
479	KAHRAMAN TARIM ÜRÜNLERİ	Unavailable
480	UZUNER GIDA VE TÜKETİM	Unavailable
481	SARAR GİYİM	Available
482	EGE ENDÜSTRİ VE TİCARET A.Ş.	Unavailable
483	BAYDEMİRLER TEKSTİL	Unavailable
484	NCR BİLİŞİM SİSTEMLERİ	Unavailable
485	TEKKELİ GIDA SAN	Unavailable
486	MES YAĞ VE GIDA SAN	Unavailable
487	BOYDAK DIŞ TİCARET	Available
488	IŞIK AHŞAP PROFİL	Unavailable
489	OVA UN FABRİKASI	Unavailable

490	KATMERCİLER ARAÇ ÜSTÜ EKİPMAN	Available
491	ELBA BASINÇLI DÖKÜM SANAYİ	Unavailable
492	ARSLAN ALÜMİNYUM	Unavailable
493	NADİR YAĞ SAN	Unavailable
494	SAMET KALIP VE MADENİ EŞYA	Unavailable
495	AKOVA SÜT VE GIDA	Unavailable
496	İPEK YEM VE GIDA SAN	Unavailable
497	YİĞİT AKÜ MALZ.	Unavailable
498	TEKNOROT OTOMOTİV ÜRÜNLERİ	Available
499	SAFİ KATI YAKIT	Available
500	ROYAL HALI İPLİK	Available

APPENDICE B

List of American Companies

Rank	Company	Availability of Values Statement
1	Walmart	Available
2	Exxon Mobil	Available
3	Apple	Available
4	Berkshire Hattaway	Unavailable
5	McKesson	Available
6	United Health Group	Available
7	CVS Health	Available
8	General motors	Available
9	Ford Motor	Unavailable
10	AT&T	Available
11	General Electric	Available
12	AmerisourceBergen	Available
13	Verizon	Available
14	Chevron	Available
15	Costco	Unavailable
16	Fannie Mae	Available
17	Kroger	Available
18	Amazon.com	Unavailable
19	Walgreens Boots Alliance	Available
20	HP	Available
21	Cardinal Health	Available

22	Express Script Holding	Available
23	J.P Morgan Chase	Unavailable
24	Boeing	Available
25	Microsoft	Available
26	Bank of America Corp.	Available
27	Wells Fargo	Available
28	Home Depot	Available
29	Citigroup	Unavailable
30	Phillips 66	Available
31	IBM	Available
32	Valero Energy	Unavailable
33	Anthem	Available
34	Procter&Gamble	Available
35	State Farm Insurance Cos.	Available
36	Alphabet	Unavailable
37	Comcast	Available
38	Target	Unavailable
39	Johnson & Johnson	Available
40	MetLife	Available
41	Archer Daniels Midland	Available
42	Marathon Petroleum	Available
43	Freddie Mac	Unavailable
44	PepsiCo	Available
45	United Technologies	Unavailable
46	Aetna	Available
47	Lowe's	Available
48	UPS	Available
49	AIG	Available
50	Prudential Financial	Available
51	Intel	Available
52	Humana	Unavailable

53	Disney	Unavailable
54	Cisco Systems	Available
55	Pfizer	Available
56	Dow Chemical	Available
57	Sysco	Available
58	FedEx	Available
59	Caterpillar	Available
60	Lockheed Martin	Available
61	New York Life Insurance	Unavailable
62	Coca-Cola	Available
63	HCA Holdings	Unavailable
64	Ingram Micro	Available
65	Energy Transfer Equity	Available
66	Tyson Foods	Available
67	American Airlines Group	Unavailable
68	Delta Air Lines	Available
69	Nationwide	Available
70	Johnson Controls	Available
71	Best Buy	Available
72	Merck	Available
73	Liberty Mutual Insurance Group	Available
74	Goldman Sachs Group	Unavailable
75	Honeywell International	Unavailable
76	Massachusetts Mutual Life Insurance	Unavailable
77	Oracle	Available
78	Morgan Stanley	Available
79	Cigna	Available
80	United Continental Holdings	Unavailable

81	Allstate	Available
82	TIAA	Available
83	INTL FCStone	Unavailable
84	CHS	Available
85	American Express	Available
86	Gilead Sciences	Available
87	Publix Super Markets	Unavailable
88	General Dynamics	Available
89	TJX	Available
90	ConocoPhillips	Available
91	Nike	Unavailable
92	World Fuel Services	Available
93	3M	Available
94	Mondelez International	Available
95	Exelon	Available
96	Twenty-First Century Fox	Available
97	Deere	Available
98	Tesoro	Available
99	Time Warner	Available
100	Northwestern Mutual	Available
101	DuPont	Available
102	Avnet	Available
103	Macy's	Unavailable
104	Enterprise Products Partners	Unavailable
105	Travelers Cos.	Unavailable
106	Philip Morris International	Unavailable
107	Rite Aid	Available
108	Tech Data	Available
109	McDonald's	Available

110	Qualcomm	Available
111	Sears Holdings	Unavailable
112	Capital One Financial	Available
113	EMC	Available
114	USAA	Available
115	Duke Energy	Unavailable
116	Time Warner Cable	Unavailable
117	Halliburton	Available
118	Northrop Grumman	Available
119	Arrow Electronics	Available
120	Raytheon	Available
121	Plains GP Holdings	Unavailable
122	US Foods Holding	Available
123	AbbVie	Available
124	Centene	Available
125	Community Health Systems	Unavailable
126	Arconic	Available
127	International Paper	Available
128	Emerson Electric	Available
129	Union Pacific	Available
130	Amgen	Available
131	U.S. Bancorp	Available
132	Staples	Available
133	Danaher	Available
134	Whirlpool	Available
135	Aflac	Unavailable
136	AutoNation	Unavailable
137	Progressive	Available
138	Abbott Laboratories	Available
139	Dollar General	Unavailable
140	Tenet Healthcare	Available

141	Eli Lilly	Available
142	Southwest Airlines	Available
143	Penske Automotive Group	Unavailable
144	ManpowerGroup	Available
145	Kohl's	Available
146	Starbucks	Available
147	Paccar	Available
148	Cummins	Available
149	Altria Group	Available
150	Xerox	Available
151	Kimberly-Clark	Available
152	Hartford Financial Services Group	Available
153	Kraft Heinz	Available
154	Lear	Available
155	Fluor	Available
156	AECOM	Available
157	Facebook	Available
158	Jabil Circuit	Available
159	CenturyLink	Available
160	Supervalu	Unavailable
161	General Mills	Available
162	Southern	Available
163	NextEra Energy	Available
164	Thermo Fisher Scientific	Available
165	American Electric Power	Available
166	PG&E Corp.	Available
167	NGL Energy Partners	Unavailable
168	Bristol-Myers Squibb	Available
169	Goodyear Tire & Rubber	Available
170	Nucor	Available

171	PNC Financial Services Group	Available
172	Health Net	Unavailable
173	Micron Technology	Available
174	Colgate-Palmolive	Available
175	Freeport-McMoRan	Available
176	ConAgra Foods	Available
177	Gap	Available
178	Baker Hughes	Available
179	Bank of New York Mellon Corp.	Available
180	Dollar Tree	Unavailable
181	Whole Foods Market	Available
182	PPG Industries	Available
183	Genuine Parts	Unavailable
184	Icahn Enterprises	Unavailable
185	Performance Food Group	Available
186	Omnicom Group	Unavailable
187	DISH Network	Unavailable
188	FirstEnergy	Available
189	Monsanto	Available
190	AES	Available
191	CarMax	Available
192	National Oilwell Varco	Unavailable
193	NRG Energy	Available
194	Western Digital	Unavailable
195	Marriott International	Available
196	Office Depot	Available
197	Nordstrom	Unavailable
198	Kinder Morgan	Unavailable
199	Aramark	Unavailable
200	DaVita HealthCare	Available

	Partners	
201	Molina Healthcare	Unavailable
202	WellCare Health Plans	Available
203	CBS	Unavailable
204	Visa	Available
205	Lincoln National	Unavailable
206	Ecolab	Available
207	Kellogg	Available
208	C.H. Robinson Worldwide	Unavailable
209	Textron	Available
210	Loews	Unavailable
211	Illinois Tool Works	Available
212	Synnex	Available
213	Viacom	Available
214	HollyFrontier	Available
215	Land O'Lakes	Available
216	Devon Energy	Available
217	PBF Energy	Unavailable
218	Yum Brands	Available
219	Texas Instruments	Available
220	CDW	Unavailable
221	Waste Management	Available
222	Marsh & McLennan	Available
223	Chesapeake Energy	Available
224	Parker-Hannifin	Available
225	Occidental Petroleum	Available
226	Guardian Life Ins. Co. of America	Available
227	Farmers Insurance Exchange	Available
228	J.C. Penney	Available

229	Consolidated Edison	Available
230	Cognizant Technology Solutions	Available
231	VF	Available
232	Ameriprise Financial	Available
233	Computer Sciences	Available
234	L Brands	Available
235	Jacobs Engineering Group	Available
236	Principal Financial	Available
237	Ross Stores	Unavailable
238	Bed Bath & Beyond	Unavailable
239	CSX	Available
240	Toys “R” Us	Available
241	Las Vegas Sands	Unavailable
242	Leucadia National	Unavailable
243	Dominion Resources	Unavailable
244	United States Steel	Available
245	L-3 Communications	Available
246	Edison International	Available
247	Entergy	Available
248	ADP	Available
249	First Data	Unavailable
250	BlackRock	Unavailable
251	WestRock	Available
252	Voya Financial	Available
253	Sherwin-Williams	Available
254	Hilton Worldwide Holdings	Available
255	R.R. Donnelley & Sons	Available
256	Stanley Black & Decker	Available
257	Xcel Energy	Available

258	Murphy USA	Available
259	CBRE Group	Available
260	D.R. Horton	Available
261	Estee Lauder	Available
262	Praxair	Available
263	Biogen	Available
264	State Street Corp.	Available
265	Unum Group	Available
266	Reynolds American	Unavailable
267	Group 1 Automotive	Available
268	Henry Schein	Available
269	Hertz Global Holdings	Unavailable
270	Norfolk Southern	Available
271	Reinsurance Group of America	Unavailable
272	Public Service Enterprise Group	Available
273	BB&T Corp.	Available
274	DTE Energy	Available
275	Assurant	Available
276	Global Partners	Unavailable
277	Huntsman	Available
278	Becton Dickinson	Available
279	Sempra Energy	Available
280	AutoZone	Available
281	Navistar International	Unavailable
282	Precision Castparts	Unavailable
283	Discover Financial Services	Available
284	Liberty Interactive	Unavailable
285	W.W. Grainger	Available
286	Baxter International	Unavailable

287	Stryker	Available
288	Air Products & Chemicals	Available
289	Western Refining	Available
290	Universal Health Services	Unavailable
291	Owens & Minor	Available
292	Charter Communications	Unavailable
293	Advance Auto Parts	Unavailable
294	MasterCard	Available
295	Applied Materials	Available
296	Eastman Chemical	Available
297	Sonic Automotive	Available
298	Ally Financial	Available
299	CST Brands	Available
300	eBay	Available
301	Lennar	Available
302	GameStop	Available
303	Reliance Steel & Aluminum	Available
304	Hormel Foods	Available
305	Celgene	Available
306	Genworth Financial	Available
307	PayPal Holdings	Available
308	Priceline Group	Unavailable
309	MGM Resorts International	Available
310	Autoliv	Available
311	Fidelity National Financial	Available
312	Republic Services	Unavailable
313	Corning	Available

314	Peter Kiewit Sons'	Available
315	Univar	Available
316	Mosaic	Available
317	Core-Mark Holding	Available
318	Thrivent Financial for Lutherans	Unavailable
319	Cameron International	Unavailable
320	HD Supply Holdings	Available
321	Crown Holdings	Available
322	EOG Resources	Unavailable
323	Veritiv	Available
324	Anadarko Petroleum	Available
325	Laboratory Corp. of America	Unavailable
326	Pacific Life	Available
327	News Corp.	Available
328	Jarden	Available
329	SunTrust Banks	Unavailable
330	Avis Budget Group	Available
331	Broadcom	Unavailable
332	American Family Insurance Group	Available
333	Level 3 Communications	Available
334	Tenneco	Available
335	United Natural Foods	Available
336	Dean Foods	Available
337	Campbell Soup	Available
338	Mohawk Industries	Available
339	BorgWarner	Unavailable
340	PVH	Available
341	Ball	Available
342	O'Reilly Automotive	Unavailable

343	Eversource Energy	Available
344	Franklin Resources	Available
345	Masco	Unavailable
346	Lithia Motors	Available
347	KKR	Available
348	Oneok	Available
349	Newmont Mining	Available
350	PPL	Available
351	SpartanNash	Available
352	Quanta Services	Available
353	XPO Logistics	Available
354	Ralph Lauren	Unavailable
355	Interpublic Group	Available
356	Steel Dynamics	Unavailable
357	WESCO International	Available
358	Quest Diagnostics	Available
359	Boston Scientific	Available
360	AGCO	Available
361	Foot Locker	Available
362	Hershey	Available
363	CenterPoint Energy	Available
364	Williams	Available
365	Dick's Sporting Goods	Available
366	Live Nation Entertainment	Unavailable
367	Mutual of Omaha Insurance	Available
368	W.R. Berkley	Unavailable
369	LKQ	Unavailable
370	Avon Products	Available
371	Darden Restaurants	Available
372	Kindred Healthcare	Available

373	Weyerhaeuser	Available
374	Casey's General Stores	Available
375	Sealed Air	Available
376	Fifth Third Bancorp	Available
377	Dover	Available
378	Huntington Industries Ingalls	Available
379	Netflix	Available
380	Dillard's	Unavailable
381	EMCOR Group	Available
382	Jones Financial	Available
383	AK Steel Holding	Available
384	UGI	Unavailable
385	Expedia	Available
386	salesforce.com	Available
387	Targa Resources	Unavailable
388	Apache	Available
389	Spirit AeroSystems Holdings	Unavailable
390	Expeditors International of Washington	Available
391	Anixter International	Unavailable
392	Fidelity National Information Services	Available
393	Asbury Automotive Group	Unavailable
394	Hess	Available
395	Ryder System	Available
396	Terex	Available
397	Coca-Cola European Partners	Available
398	Auto-Owners Insurance	Unavailable

399	Cablevision Systems	Unavailable
400	Symantec	Available
401	Charles Schwab	Available
402	Calpine	Available
403	CMS Energy	Unavailable
404	Alliance Data Systems	Available
405	JetBlue Airways	Available
406	Discovery Communications	Unavailable
407	Trinity Industries	Available
408	Sanmina	Unavailable
409	NCR	Available
410	FMC Technologies	Available
411	Erie Insurance Group	Available
412	Rockwell Automation	Available
413	Dr Pepper Snapple Group	Unavailable
414	iHeartMedia	Available
415	Tractor Supply	Available
416	J.B. Hunt Transport Services	Unavailable
417	Commercial Metals	Available
418	Owens-Illinois	Unavailable
419	Harman International Industries	Available
420	Baxalta	Available
421	American Financial Group	Available
422	NetApp	Available
423	Graybar Electric	Available
424	Oshkosh	Available
425	Ameren	Available

426	A-Mark Precious Metals	Unavailable
427	Barnes & Noble	Unavailable
428	Dana Holding	Unavailable
429	Constellation Brands	Available
430	LifePoint Health	Available
431	Zimmer Biomet Holdings	Available
432	Harley-Davidson	Available
433	PulteGroup	Available
434	Newell Brands	Available
435	Avery Dennison	Available
436	Jones Lang LaSalle	Available
437	WEC Energy Group	Available
438	Marathon Oil	Available
439	TravelCenters of America	Unavailable
440	United Rentals	Available
441	HRG Group	Available
442	Old Republic International	Unavailable
443	Windstream Holdings	Available
444	Starwood Hotels & Resorts	Available
445	Delek US Holdings	Unavailable
446	Packaging Corp. of America	Unavailable
447	Quintiles Transnational Holdings	Available
448	Hanesbrands	Unavailable
449	Realty Holdings	Available
450	Mattel	Available
451	Motorola Solutions	Available

452	J.M. Smucker	Available
453	Regions Financial	Available
454	Celanese	Available
455	Clorox	Available
456	Ingredion	Available
457	Genesis Healthcare	Available
458	Peabody Energy	Available
459	Alaska Air Group	Available
460	Seaboard	Available
461	Frontier Communications	Available
462	Amphenol	Available
463	Lansing Trade Group	Unavailable
464	SanDisk	Available
465	St. Jude Medical	Available
466	Wyndham Worldwide	Available
467	Kelly Services	Available
468	Western Union	Available
469	Envision Healthcare Holdings	Unavailable
470	Visteon	Unavailable
471	Arthur J. Gallagher	Available
472	Host Hotels & Resorts	Available
473	Ashland	Available
474	Insight Enterprises	Available
475	Energy Future Holdings	Unavailable
476	Markel	Available
477	Essendant	Available
478	CH2M Hill	Available
479	Western & Southern Financial Group	Available
480	Owens Corning	Available

481	S&P Global	Available
482	Raymond James Financial	Available
483	NiSource	Unavailable
484	Airgas	Available
485	ABM Industries	Available
486	Citizens Financial Group	Available
487	Booz Allen Hamilton Holding	Available
488	Simon Property Group	Available
489	Domtar	Available
490	Rockwell Collins	Available
491	Lam Research	Available
492	Fiserv	Available
493	Spectra Energy	Available
494	Navient	Available
495	Big Lots	Available
496	Telephone & Data Systems	Available
497	First American Financial	Available
498	NVR	Unavailable
499	Cincinnati Financial	Unavailable
500	Burlington Stores	Available

APPENDICE C

Whole Lists of Findings

1. TR NETWORK Input Degree

Rank	Vertex	Value	Id
1	5	0.1319797	trustworthy
2	76	0.0862944	development-oriented
3	24	0.0812183	innovative
4	3	0.0761421	customer-focused
5	1	0.0761421	honest
6	12	0.0710660	quality-oriented
7	35	0.0710660	responsible
8	104	0.0558376	employee-valuing
9	62	0.0507614	transparent
10	47	0.0507614	ethical
11	37	0.0507614	environmentalist
12	15	0.0456853	customer satisfaction-oriented
13	125	0.0406091	efficient
14	28	0.0406091	respectful
15	46	0.0406091	fair
16	17	0.0406091	perfectionist
17	101	0.0355330	socially responsible
18	23	0.0355330	work health-oriented
19	39	0.0355330	success-oriented
20	61	0.0304569	right
21	115	0.0304569	collaborative
22	25	0.0304569	moral
23	88	0.0304569	teamwork-oriented
24	172	0.0304569	change-oriented
25	36	0.0304569	loyal
26	68	0.0304569	passionate
27	33	0.0304569	creative
28	65	0.0304569	cooperation-oriented
29	29	0.0253807	work safety-oriented
30	58	0.0253807	competitive
31	11	0.0253807	human-focused
32	87	0.0253807	dynamic
33	8	0.0253807	entrepreneurial

	34	16	0.0253807	respectful to human
	35	134	0.0253807	result-oriented
	36	31	0.0203046	customer expectations-oriented
	37	108	0.0203046	flexible
	38	52	0.0203046	integrity-oriented
	39	49	0.0203046	employee-focused
	40	181	0.0203046	profitability-oriented
	41	180	0.0203046	improvement-oriented
	42	176	0.0203046	difference-oriented
	43	42	0.0203046	open
	44	167	0.0203046	health-oriented
	45	81	0.0203046	equalitarian
	46	78	0.0203046	sustainable
	47	157	0.0203046	quality service-oriented
	48	71	0.0203046	compliant with law
	49	70	0.0203046	future-oriented
	50	121	0.0152284	initiative-taking
	51	119	0.0152284	respectful to social values
	52	96	0.0152284	prompt
	53	95	0.0152284	reputable
	54	94	0.0152284	committed to doing business in the best
way	55	93	0.0152284	progressive
	56	40	0.0152284	leading
	57	154	0.0152284	sensitive
	58	150	0.0152284	win-win approach-oriented
	59	147	0.0152284	expert
	60	138	0.0152284	safety-oriented
	61	34	0.0152284	collectivist
	62	192	0.0101523	objective
	63	7	0.0101523	participative
	64	191	0.0101523	pioneer with its values
	65	161	0.0101523	empathetic
	66	178	0.0101523	cost-oriented
	67	188	0.0101523	maintaining the in-house social balance
	68	112	0.0101523	team spirit-oriented
	69	164	0.0101523	brave
	70	196	0.0101523	employee motivation-oriented
	71	109	0.0101523	humble
	72	162	0.0101523	loving
	73	194	0.0101523	customers expectations -oriented
	74	163	0.0101523	accountable
	75	198	0.0101523	professionally responsible
	76	197	0.0101523	consistent
	77	186	0.0101523	process-oriented
	78	195	0.0101523	trustworthy towards customers
	79	193	0.0101523	helpful
	80	160	0.0101523	socially beneficial
	81	2	0.0101523	professional

82	184	0.0101523	minimalist
83	187	0.0101523	supporting the dealers
84	185	0.0101523	providing plus value to the customers
85	183	0.0101523	rationalist
86	189	0.0101523	loyal to national values
87	179	0.0101523	empathatic
88	177	0.0101523	harmonious relationship-oriented
89	10	0.0101523	hardworking
90	175	0.0101523	distribution-oriented
91	173	0.0101523	respectful to beliefs
92	171	0.0101523	faithful
93	170	0.0101523	sincere
94	169	0.0101523	brand value-oriented
95	166	0.0101523	value-adding
96	165	0.0101523	contributing to Turkish agriculture
97	158	0.0101523	human-oriented
98	80	0.0101523	ambitious
99	182	0.0101523	growth driven
100	159	0.0101523	fast in decision making
101	156	0.0101523	stakeholder-focused
102	155	0.0101523	efficient relationship-oriented
103	153	0.0101523	enjoying
104	151	0.0101523	partner
105	152	0.0101523	employee development-oriented
106	73	0.0101523	human resources-oriented
107	190	0.0101523	high technology-oriented
108	174	0.0101523	devoted to profitability of customers
109	69	0.0101523	performance-oriented
110	168	0.0101523	responsible to the internal customer
111	67	0.0101523	vision-oriented
112	127	0.0050761	sharing experiences
113	126	0.0050761	learning
114	90	0.0050761	adding value to investors
115	124	0.0050761	problem solver
116	148	0.0050761	experienced
117	30	0.0050761	customer happiness-oriented
118	60	0.0050761	knowledge-sharing
119	79	0.0050761	technology-oriented
120	118	0.0050761	competent
121	91	0.0050761	sharing
122	117	0.0050761	forward-looking
123	114	0.0050761	product safety-oriented
124	136	0.0050761	supporting the farmers
125	122	0.0050761	devoted to efficiency of customers
126	149	0.0050761	self-confident
127	132	0.0050761	work-oriented
128	111	0.0050761	fast
129	110	0.0050761	regarding customers as strategic business

partners

130	27	0.0050761	service-oriented
131	89	0.0050761	continuity-oriented
132	137	0.0050761	concerned
133	107	0.0050761	supportive
134	105	0.0050761	spending maximum effort in the job
135	131	0.0050761	devoted to growth of suppliers
136	129	0.0050761	results-oriented
137	123	0.0050761	customers
138	130	0.0050761	working to realize dreams
139	103	0.0050761	sensitive to social values
140	98	0.0050761	positive effects-oriented
141	128	0.0050761	independent
142	99	0.0050761	respectful to society
143	120	0.0050761	positive communication-oriented
144	97	0.0050761	determined
145	116	0.0050761	valuing-confidentiality
146	113	0.0050761	strong
147	146	0.0050761	ethical towards business partners
148	9	0.0050761	agile
149	106	0.0050761	talented
150	100	0.0050761	scientifically expert
151	140	0.0050761	infrastructure-oriented
152	19	0.0050761	mission-oriented
153	102	0.0050761	leader
154	144	0.0050761	warranty-oriented
155	92	0.0050761	relationship-oriented
156	145	0.0050761	careful
157	141	0.0050761	pioneer in innovation
158	143	0.0050761	business partners-focused
159	142	0.0050761	capacity-oriented
160	139	0.0050761	customer needs-oriented
161	135	0.0050761	caring
162	133	0.0050761	making profit for business partners
163	44	0.0050761	respectful to employee
164	48	0.0000000	devoted to work quality of customers
165	45	0.0000000	national
166	57	0.0000000	devoted
167	32	0.0000000	respectful to labor
168	13	0.0000000	corporate
169	21	0.0000000	committed to doing business that is
specialized in			
170	56	0.0000000	internalizing corporate culture
171	54	0.0000000	communicative
172	41	0.0000000	supporting the employee
173	66	0.0000000	profit for business partners
174	22	0.0000000	knowledge-oriented
175	6	0.0000000	customer-valuing
176	86	0.0000000	corporate values-oriented
177	51	0.0000000	open communication-oriented

178	84	0.0000000	consumer-focused
179	53	0.0000000	respectful to individual
180	63	0.0000000	imaginative
181	38	0.0000000	humane
182	72	0.0000000	product quality-oriented
183	26	0.0000000	having sense of health safety environment
184	82	0.0000000	excited
185	55	0.0000000	mutual trust-oriented
186	83	0.0000000	respecting to universal human rights
187	18	0.0000000	tradition-oriented
188	74	0.0000000	brand-oriented
189	43	0.0000000	having sense of belonging
190	64	0.0000000	devoted to growth of customers
191	14	0.0000000	proper
192	75	0.0000000	pioneer in the way it conducts its business
193	50	0.0000000	modern
194	77	0.0000000	solution-oriented
195	4	0.0000000	product-oriented
196	59	0.0000000	product development-oriented
197	20	0.0000000	systematically working
198	85	0.0000000	environmentally sustainable

TR NETWORK Output Degree

Rank	Vertex	Value	Id
1	1	0.1878173	honest
2	5	0.1878173	trustworthy
3	3	0.1624365	customer-focused
4	12	0.0913706	quality-oriented
5	24	0.0710660	innovative
6	40	0.0659898	leading
7	11	0.0609137	human-focused
8	16	0.0558376	respectful to human
9	15	0.0507614	customer satisfaction-oriented
10	62	0.0507614	transparent
11	37	0.0507614	environmentalist
12	28	0.0456853	respectful
13	25	0.0406091	moral
14	17	0.0406091	perfectionist
15	61	0.0355330	right
16	47	0.0355330	ethical
17	76	0.0355330	development-oriented
18	35	0.0355330	responsible
19	8	0.0355330	entrepreneurial
20	33	0.0355330	creative

	21	31	0.0304569	customer expectations-oriented
	22	6	0.0304569	customer-valuing
	23	46	0.0304569	fair
	24	71	0.0304569	compliant with law
	25	68	0.0304569	passionate
	26	60	0.0253807	knowledge-sharing
	27	29	0.0253807	work safety-oriented
	28	49	0.0253807	employee-focused
	29	94	0.0253807	committed to doing business in the best
way				
	30	2	0.0253807	professional
	31	42	0.0253807	open
	32	39	0.0253807	success-oriented
	33	36	0.0253807	loyal
	34	4	0.0253807	product-oriented
	35	27	0.0203046	service-oriented
	36	52	0.0203046	integrity-oriented
	37	43	0.0203046	having sense of belonging
	38	80	0.0203046	ambitious
	39	78	0.0203046	sustainable
	40	18	0.0203046	tradition-oriented
	41	70	0.0203046	future-oriented
	42	69	0.0203046	performance-oriented
	43	65	0.0203046	cooperation-oriented
	44	30	0.0152284	customer happiness-oriented
	45	59	0.0152284	product development-oriented
	46	58	0.0152284	competitive
	47	23	0.0152284	work health-oriented
	48	44	0.0152284	respectful to employee
	49	88	0.0152284	teamwork-oriented
	50	87	0.0152284	dynamic
	51	79	0.0152284	technology-oriented
	52	38	0.0152284	humane
	53	9	0.0152284	agile
	54	73	0.0152284	human resources-oriented
	55	34	0.0152284	collectivist
	56	63	0.0101523	imaginative
	57	7	0.0101523	participative
	58	125	0.0101523	efficient
	59	14	0.0101523	proper
	60	57	0.0101523	devoted
	61	115	0.0101523	collaborative
	62	56	0.0101523	internalizing corporate culture
	63	112	0.0101523	team spirit-oriented
	64	13	0.0101523	corporate
	65	55	0.0101523	mutual trust-oriented
	66	54	0.0101523	communicative
	67	109	0.0101523	humble
	68	108	0.0101523	flexible

69	53	0.0101523	respectful to individual
70	26	0.0101523	having sense of health safety environment
71	104	0.0101523	employee-valuing
72	51	0.0101523	open communication-oriented
73	50	0.0101523	modern
74	48	0.0101523	devoted to work quality of customers
75	95	0.0101523	reputable
76	45	0.0101523	national
77	22	0.0101523	knowledge-oriented
78	86	0.0101523	corporate values-oriented
79	21	0.0101523	committed to doing business that is
specialized in			
80	84	0.0101523	consumer-focused
81	41	0.0101523	supporting the employee
82	83	0.0101523	respecting to universal human rights
83	82	0.0101523	excited
84	10	0.0101523	hardworking
85	81	0.0101523	equalitarian
86	20	0.0101523	systematically working
87	77	0.0101523	solution-oriented
88	19	0.0101523	mission-oriented
89	75	0.0101523	pioneer in the way it conducts its business
90	74	0.0101523	brand-oriented
91	72	0.0101523	product quality-oriented
92	143	0.0101523	business partners-focused
93	66	0.0101523	profit for business partners
94	32	0.0101523	respectful to labor
95	64	0.0101523	devoted to growth of customers
96	134	0.0050761	result-oriented
97	144	0.0050761	warranty-oriented
98	102	0.0050761	leader
99	127	0.0050761	sharing experiences
100	100	0.0050761	scientifically expert
101	126	0.0050761	learning
102	98	0.0050761	positive effects-oriented
103	124	0.0050761	problem solver
104	96	0.0050761	prompt
105	123	0.0050761	customers
106	122	0.0050761	devoted to efficiency of customers
107	121	0.0050761	initiative-taking
108	119	0.0050761	respectful to social values
109	118	0.0050761	competent
110	117	0.0050761	forward-looking
111	114	0.0050761	product safety-oriented
112	113	0.0050761	strong
113	111	0.0050761	fast
114	110	0.0050761	regarding customers as strategic business
partners			
115	136	0.0050761	supporting the farmers

116	132	0.0050761	work-oriented
117	107	0.0050761	supportive
118	105	0.0050761	spending maximum effort in the job
119	128	0.0050761	independent
120	130	0.0050761	working to realize dreams
121	103	0.0050761	sensitive to social values
122	101	0.0050761	socially responsible
123	129	0.0050761	results-oriented
124	99	0.0050761	respectful to society
125	97	0.0050761	determined
126	93	0.0050761	progressive
127	92	0.0050761	relationship-oriented
128	145	0.0050761	careful
129	91	0.0050761	sharing
130	90	0.0050761	adding value to investors
131	138	0.0050761	safety-oriented
132	137	0.0050761	concerned
133	89	0.0050761	continuity-oriented
134	133	0.0050761	making profit for business partners
135	116	0.0050761	valuing-confidentiality
136	85	0.0050761	environmentally sustainable
137	120	0.0050761	positive communication-oriented
138	106	0.0050761	talented
139	146	0.0050761	ethical towards business partners
140	148	0.0050761	experienced
141	150	0.0050761	win-win approach-oriented
142	149	0.0050761	self-confident
143	147	0.0050761	expert
144	142	0.0050761	capacity-oriented
145	141	0.0050761	pioneer in innovation
146	140	0.0050761	infrastructure-oriented
147	139	0.0050761	customer needs-oriented
148	67	0.0050761	vision-oriented
149	135	0.0050761	caring
150	131	0.0050761	devoted to growth of suppliers
151	191	0.0000000	pioneer with its values
152	189	0.0000000	loyal to national values
153	180	0.0000000	improvement-oriented
154	174	0.0000000	devoted to profitability of customers
155	184	0.0000000	minimalist
156	177	0.0000000	harmonious relationship-oriented
157	166	0.0000000	value-adding
158	187	0.0000000	supporting the dealers
159	195	0.0000000	trustworthy towards customers
160	178	0.0000000	cost-oriented
161	169	0.0000000	brand value-oriented
162	172	0.0000000	change-oriented
163	154	0.0000000	sensitive
164	179	0.0000000	empathatic

165	194	0.0000000	customers expectations -oriented
166	167	0.0000000	health-oriented
167	183	0.0000000	rationalist
168	190	0.0000000	high technology-oriented
169	197	0.0000000	consistent
170	188	0.0000000	maintaining the in-house social balance
171	198	0.0000000	professionally responsible
172	157	0.0000000	quality service-oriented
173	163	0.0000000	accountable
174	155	0.0000000	efficient relationship-oriented
175	164	0.0000000	brave
176	193	0.0000000	helpful
177	156	0.0000000	stakeholder-focused
178	181	0.0000000	profitability-oriented
179	173	0.0000000	respectful to beliefs
180	168	0.0000000	responsible to the internal customer
181	161	0.0000000	empathetic
182	196	0.0000000	employee motivation-oriented
183	153	0.0000000	enjoying
184	175	0.0000000	distribution-oriented
185	186	0.0000000	process-oriented
186	176	0.0000000	difference-oriented
187	152	0.0000000	employee development-oriented
188	162	0.0000000	loving
189	159	0.0000000	fast in decision making
190	165	0.0000000	contributing to Turkish agriculture
191	182	0.0000000	growth driven
192	171	0.0000000	faithful
193	151	0.0000000	partner
194	158	0.0000000	human-oriented
195	160	0.0000000	socially beneficial
196	170	0.0000000	sincere
197	192	0.0000000	objective
198	185	0.0000000	providing plus value to the customers

Sum	2.8071066
-----	-----------

TR NETWORK Input Closeness

Rank	Vertex	Value	Id
1	5	0.2773893	trustworthy
2	12	0.2584990	quality-oriented
3	24	0.2548453	innovative
4	1	0.2548453	honest

5	76	0.2504209	development-oriented
6	62	0.2486938	transparent
7	35	0.2372408	responsible
8	15	0.2341598	customer satisfaction-oriented
9	3	0.2326491	customer-focused
10	47	0.2296854	ethical
11	17	0.2275117	perfectionist
12	46	0.2267963	fair
13	29	0.2246767	work safety-oriented
14	37	0.2246767	environmentalist
15	125	0.2239789	efficient
16	42	0.2212307	open
17	101	0.2198817	socially responsible
18	115	0.2192134	collaborative
19	104	0.2192134	employee-valuing
20	16	0.2185491	respectful to human
21	25	0.2172326	moral
22	39	0.2172326	success-oriented
23	61	0.2165802	right
24	33	0.2146465	creative
25	154	0.2131783	sensitive
26	8	0.2127469	entrepreneurial
27	88	0.2121212	teamwork-oriented
28	134	0.2096547	result-oriented
29	163	0.2083333	accountable
30	28	0.2054735	respectful
31	171	0.2054155	faithful
32	189	0.2048417	loyal to national values
33	7	0.2042711	participative
34	95	0.2037322	reputable
35	108	0.2020202	flexible
36	23	0.2008947	work health-oriented
37	11	0.2008947	human-focused
38	52	0.2003367	integrity-oriented
39	68	0.2003367	passionate
40	78	0.1997818	sustainable
41	36	0.1997818	loyal
42	167	0.1988148	health-oriented
43	170	0.1987353	sincere
44	40	0.1981352	leading
45	96	0.1976640	prompt
46	184	0.1956839	minimalist
47	176	0.1956839	difference-oriented
48	166	0.1956839	value-adding
49	58	0.1949222	competitive
50	49	0.1943968	employee-focused
51	177	0.1940035	harmonious relationship-oriented
52	87	0.1938742	dynamic
53	65	0.1938742	cooperation-oriented

54	180	0.1936508	improvement-oriented
55	113	0.1929825	strong
56	132	0.1929825	work-oriented
57	2	0.1923232	professional
58	71	0.1923232	compliant with law
59	175	0.1919721	distribution-oriented
60	128	0.1918117	independent
61	102	0.1913029	leader
62	89	0.1913029	continuity-oriented
63	9	0.1913029	agile
64	148	0.1913029	experienced
65	34	0.1913029	collectivist
66	157	0.1906792	quality service-oriented
67	168	0.1899827	responsible to the internal customer
68	70	0.1883060	future-oriented
69	172	0.1878788	change-oriented
70	109	0.1878157	humble
71	192	0.1875533	objective
72	67	0.1868425	vision-oriented
73	173	0.1865988	respectful to beliefs
74	158	0.1863889	human-oriented
75	138	0.1863597	safety-oriented
76	147	0.1861252	expert
77	181	0.1856540	profitability-oriented
78	162	0.1856540	loving
79	188	0.1856540	maintaining the in-house social balance
80	193	0.1845435	helpful
81	169	0.1845435	brand value-oriented
82	80	0.1844532	ambitious
83	100	0.1837928	scientifically expert
84	146	0.1830488	ethical towards business partners
85	144	0.1830488	warranty-oriented
86	81	0.1821243	equalitarian
87	116	0.1819686	valuing-confidentiality
88	145	0.1819686	careful
89	98	0.1807549	positive effects-oriented
90	69	0.1807549	performance-oriented
91	117	0.1803030	forward-looking
92	149	0.1803030	self-confident
93	159	0.1801802	fast in decision making
94	121	0.1798534	initiative-taking
95	31	0.1785179	customer expectations-oriented
96	129	0.1776385	results-oriented
97	196	0.1758593	employee motivation-oriented
98	186	0.1733649	process-oriented
99	161	0.1729827	empathetic
100	73	0.1725490	human resources-oriented
101	198	0.1721440	professionally responsible
102	93	0.1721440	progressive

way	103	195	0.1717408	trustworthy towards customers	
	104	94	0.1709033	committed to doing business in the best	
	105	105	0.1705426	spending maximum effort in the job	
	106	126	0.1692986	learning	
	107	143	0.1692986	business partners-focused	
	108	120	0.1681147	positive communication-oriented	
	109	178	0.1674277	cost-oriented	
	110	30	0.1665617	customer happiness-oriented	
	111	114	0.1662887	product safety-oriented	
	112	164	0.1640567	brave	
	113	155	0.1638584	efficient relationship-oriented	
	114	99	0.1617068	respectful to society	
	115	151	0.1615272	partner	
	116	111	0.1595602	fast	
	117	92	0.1585082	relationship-oriented	
	118	97	0.1585082	determined	
	119	153	0.1575632	enjoying	
	120	112	0.1564451	team spirit-oriented	
	121	197	0.1559740	consistent	
	122	91	0.1553241	sharing	
	123	119	0.1543860	respectful to social values	
	124	156	0.1527778	stakeholder-focused	
	125	137	0.1508812	concerned	
	126	142	0.1505662	capacity-oriented	
	127	123	0.1493551	customers	
	128	183	0.1493551	rationalist	
	129	165	0.1460823	contributing to Turkish agriculture	
	130	19	0.1439545	mission-oriented	
	131	150	0.1428267	win-win approach-oriented	
	132	79	0.1411374	technology-oriented	
	133	110	0.1399491	regarding customers as strategic business	
	partners	134	135	0.1397698	caring
		135	139	0.1386946	customer needs-oriented
136		190	0.1385519	high technology-oriented	
137		140	0.1365486	infrastructure-oriented	
138		194	0.1355514	customers expectations -oriented	
139		160	0.1355514	socially beneficial	
140		191	0.0151515	pioneer with its values	
141		179	0.0151515	empathatic	
142		185	0.0151515	providing plus value to the customers	
143		187	0.0151515	supporting the dealers	
144		174	0.0151515	devoted to profitability of customers	
145		10	0.0151515	hardworking	
146		152	0.0151515	employee development-oriented	
147		182	0.0151515	growth driven	
148		127	0.0101010	sharing experiences	
149		27	0.0101010	service-oriented	

150	124	0.0101010	problem solver
151	107	0.0101010	supportive
152	106	0.0101010	talented
153	103	0.0101010	sensitive to social values
154	130	0.0101010	working to realize dreams
155	44	0.0101010	respectful to employee
156	60	0.0101010	knowledge-sharing
157	136	0.0101010	supporting the farmers
158	118	0.0101010	competent
159	122	0.0101010	devoted to efficiency of customers
160	141	0.0101010	pioneer in innovation
161	90	0.0101010	adding value to investors
162	133	0.0101010	making profit for business partners
163	131	0.0101010	devoted to growth of suppliers
164	4	0.0000000	product-oriented
165	59	0.0000000	product development-oriented
166	64	0.0000000	devoted to growth of customers
167	32	0.0000000	respectful to labor
168	54	0.0000000	communicative
169	85	0.0000000	environmentally sustainable
170	18	0.0000000	tradition-oriented
171	74	0.0000000	brand-oriented
172	83	0.0000000	respecting to universal human rights
173	56	0.0000000	internalizing corporate culture
174	20	0.0000000	systematically working
175	75	0.0000000	pioneer in the way it conducts its business
176	53	0.0000000	respectful to individual
177	21	0.0000000	committed to doing business that is
specialized in			
178	82	0.0000000	excited
179	22	0.0000000	knowledge-oriented
180	6	0.0000000	customer-valuing
181	63	0.0000000	imaginative
182	72	0.0000000	product quality-oriented
183	14	0.0000000	proper
184	84	0.0000000	consumer-focused
185	45	0.0000000	national
186	41	0.0000000	supporting the employee
187	50	0.0000000	modern
188	77	0.0000000	solution-oriented
189	38	0.0000000	humane
190	26	0.0000000	having sense of health safety environment
191	86	0.0000000	corporate values-oriented
192	48	0.0000000	devoted to work quality of customers
193	13	0.0000000	corporate
194	66	0.0000000	profit for business partners
195	43	0.0000000	having sense of belonging
196	57	0.0000000	devoted
197	51	0.0000000	open communication-oriented

198	55	0.0000000	mutual trust-oriented

Sum		26.4600074	

TR NETWORK Output Closeness

Rank	Vertex	Value	Id

1	5	0.3697664	trustworthy
2	3	0.3522865	customer-focused
3	1	0.3435418	honest
4	24	0.3027462	innovative
5	46	0.2857781	fair
6	12	0.2841020	quality-oriented
7	42	0.2841020	open
8	33	0.2775897	creative
9	37	0.2728980	environmentalist
10	17	0.2728980	perfectionist
11	76	0.2706111	development-oriented
12	29	0.2676210	work safety-oriented
13	28	0.2676210	respectful
14	88	0.2668837	teamwork-oriented
15	61	0.2661505	right
16	35	0.2661505	responsible
17	62	0.2639749	transparent
18	11	0.2639749	human-focused
19	68	0.2632576	passionate
20	71	0.2611288	compliant with law
21	25	0.2604268	moral
22	36	0.2597287	loyal
23	60	0.2596275	knowledge-sharing
24	80	0.2590342	ambitious
25	31	0.2569729	customer expectations-oriented
26	8	0.2562931	entrepreneurial
27	18	0.2547134	tradition-oriented
28	43	0.2546187	having sense of belonging
29	74	0.2546187	brand-oriented
30	16	0.2536094	respectful to human
31	125	0.2522885	efficient
32	38	0.2513627	humane
33	86	0.2507215	corporate values-oriented
34	15	0.2496876	customer satisfaction-oriented
35	23	0.2484071	work health-oriented
36	45	0.2480024	national
37	82	0.2463229	excited
38	77	0.2463229	solution-oriented
39	51	0.2460370	open communication-oriented

40	118	0.2450943	competent
41	103	0.2450943	sensitive to social values
42	95	0.2440272	reputable
43	149	0.2434140	self-confident
44	84	0.2432743	consumer-focused
45	40	0.2380314	leading
46	39	0.2374480	success-oriented
47	69	0.2374480	performance-oriented
48	111	0.2362897	fast
49	139	0.2362897	customer needs-oriented
50	57	0.2362568	devoted
51	117	0.2357148	forward-looking
52	102	0.2357148	leader
53	108	0.2340067	flexible
54	135	0.2317674	caring
55	49	0.2290279	employee-focused
56	4	0.2242155	product-oriented
57	47	0.2237385	ethical
58	78	0.2221991	sustainable
59	55	0.2198721	mutual trust-oriented
60	6	0.2172047	customer-valuing
61	63	0.2167325	imaginative
62	58	0.2152862	competitive
63	130	0.2141238	working to realize dreams
64	2	0.2124535	professional
65	44	0.2118164	respectful to employee
66	27	0.2098884	service-oriented
67	41	0.2091124	supporting the employee
68	104	0.2074492	employee-valuing
69	9	0.2065646	agile
70	79	0.2052517	technology-oriented
71	50	0.2051834	modern
72	30	0.2035269	customer happiness-oriented
73	148	0.2031002	experienced
74	52	0.2026753	integrity-oriented
75	53	0.2026450	respectful to individual
76	70	0.2014112	future-oriented
77	65	0.2009933	cooperation-oriented
78	127	0.1989531	sharing experiences
79	20	0.1981509	systematically working
80	107	0.1977522	supportive
81	115	0.1969081	collaborative
82	94	0.1969081	committed to doing business in the best
way			
83	126	0.1965087	learning
84	59	0.1953933	product development-oriented
85	83	0.1950056	respecting to universal human rights
86	138	0.1949271	safety-oriented
87	137	0.1945357	concerned

88	97	0.1941459	determined
89	129	0.1941459	results-oriented
90	128	0.1941459	independent
91	134	0.1937576	result-oriented
92	87	0.1933708	dynamic
93	92	0.1926020	relationship-oriented
94	109	0.1914601	humble
95	99	0.1914601	respectful to society
96	101	0.1907063	socially responsible
97	98	0.1907063	positive effects-oriented
98	112	0.1892164	team spirit-oriented
99	120	0.1870247	positive communication-oriented
100	56	0.1866984	internalizing corporate culture
101	146	0.1855915	ethical towards business partners
102	89	0.1817613	continuity-oriented
103	14	0.1767677	proper
104	19	0.1751877	mission-oriented
105	143	0.1745564	business partners-focused
106	26	0.1724260	having sense of health safety environment
107	13	0.1712244	corporate
108	34	0.1633706	collectivist
109	90	0.1621829	adding value to investors
110	142	0.1611960	capacity-oriented
111	81	0.1601302	equalitarian
112	32	0.1587768	respectful to labor
113	21	0.1560045	committed to doing business that is
specialized in			
114	10	0.1540483	hardworking
115	144	0.1535322	warranty-oriented
116	85	0.1519055	environmentally sustainable
117	67	0.1410172	vision-oriented
118	121	0.1312721	initiative-taking
119	22	0.1298090	knowledge-oriented
120	106	0.1281452	talented
121	73	0.0202020	human resources-oriented
122	7	0.0151515	participative
123	54	0.0151515	communicative
124	48	0.0151515	devoted to work quality of customers
125	72	0.0151515	product quality-oriented
126	75	0.0151515	pioneer in the way it conducts its business
127	66	0.0151515	profit for business partners
128	64	0.0151515	devoted to growth of customers
129	100	0.0101010	scientifically expert
130	124	0.0101010	problem solver
131	123	0.0101010	customers
132	119	0.0101010	respectful to social values
133	116	0.0101010	valuing-confidentiality
134	114	0.0101010	product safety-oriented
135	113	0.0101010	strong

partners	136	110	0.0101010	regarding customers as strategic business
	137	132	0.0101010	work-oriented
	138	105	0.0101010	spending maximum effort in the job
	139	140	0.0101010	infrastructure-oriented
	140	145	0.0101010	careful
	141	122	0.0101010	devoted to efficiency of customers
	142	96	0.0101010	prompt
	143	93	0.0101010	progressive
	144	147	0.0101010	expert
	145	150	0.0101010	win-win approach-oriented
	146	136	0.0101010	supporting the farmers
	147	131	0.0101010	devoted to growth of suppliers
	148	133	0.0101010	making profit for business partners
	149	141	0.0101010	pioneer in innovation
	150	91	0.0101010	sharing
	151	151	0.0000000	partner
	152	154	0.0000000	sensitive
	153	164	0.0000000	brave
	154	177	0.0000000	harmonious relationship-oriented
	155	168	0.0000000	responsible to the internal customer
	156	159	0.0000000	fast in decision making
	157	195	0.0000000	trustworthy towards customers
	158	175	0.0000000	distribution-oriented
	159	152	0.0000000	employee development-oriented
	160	180	0.0000000	improvement-oriented
	161	158	0.0000000	human-oriented
	162	153	0.0000000	enjoying
	163	156	0.0000000	stakeholder-focused
	164	157	0.0000000	quality service-oriented
	165	161	0.0000000	empathetic
	166	160	0.0000000	socially beneficial
	167	170	0.0000000	sincere
	168	165	0.0000000	contributing to Turkish agriculture
	169	173	0.0000000	respectful to beliefs
	170	174	0.0000000	devoted to profitability of customers
	171	182	0.0000000	growth driven
	172	179	0.0000000	empathetic
	173	197	0.0000000	consistent
	174	169	0.0000000	brand value-oriented
	175	192	0.0000000	objective
	176	198	0.0000000	professionally responsible
	177	162	0.0000000	loving
	178	163	0.0000000	accountable
	179	184	0.0000000	minimalist
	180	166	0.0000000	value-adding
	181	191	0.0000000	pioneer with its values
	182	186	0.0000000	process-oriented
	183	176	0.0000000	difference-oriented

184	181	0.0000000	profitability-oriented
185	185	0.0000000	providing plus value to the customers
186	194	0.0000000	customers expectations -oriented
187	188	0.0000000	maintaining the in-house social balance
188	187	0.0000000	supporting the dealers
189	178	0.0000000	cost-oriented
190	172	0.0000000	change-oriented
191	155	0.0000000	efficient relationship-oriented
192	193	0.0000000	helpful
193	189	0.0000000	loyal to national values
194	196	0.0000000	employee motivation-oriented
195	167	0.0000000	health-oriented
196	183	0.0000000	rationalist
197	190	0.0000000	high technology-oriented
198	171	0.0000000	faithful

Sum 26.9480955

TR NETWORK Betweenness

Rank	Vertex	Value	Id
1	5	0.1526255	trustworthy
2	1	0.1006272	honest
3	3	0.0886911	customer-focused
4	12	0.0635344	quality-oriented
5	24	0.0484003	innovative
6	76	0.0356329	development-oriented
7	25	0.0305232	moral
8	15	0.0288406	customer satisfaction-oriented
9	37	0.0232432	environmentalist
10	35	0.0229290	responsible
11	31	0.0195406	customer expectations-oriented
12	28	0.0193552	respectful
13	33	0.0193333	creative
14	104	0.0189757	employee-valuing
15	16	0.0176032	respectful to human
16	87	0.0175846	dynamic
17	36	0.0154726	loyal
18	11	0.0148371	human-focused
19	47	0.0145860	ethical
20	62	0.0134093	transparent
21	17	0.0121356	perfectionist

way	22	94	0.0110730	committed to doing business in the best
	23	61	0.0108147	right
	24	40	0.0107419	leading
	25	71	0.0105550	compliant with law
	26	46	0.0090932	fair
	27	70	0.0088933	future-oriented
	28	49	0.0084653	employee-focused
	29	39	0.0082485	success-oriented
	30	68	0.0079034	passionate
	31	78	0.0078842	sustainable
	32	8	0.0076958	entrepreneurial
	33	81	0.0074655	equalitarian
	34	79	0.0073053	technology-oriented
	35	125	0.0072311	efficient
	36	10	0.0071998	hardworking
	37	65	0.0064405	cooperation-oriented
	38	73	0.0062804	human resources-oriented
	39	88	0.0062779	teamwork-oriented
	40	7	0.0062157	participative
	41	80	0.0056860	ambitious
	42	23	0.0051244	work health-oriented
	43	29	0.0043651	work safety-oriented
	44	101	0.0042450	socially responsible
	45	138	0.0042135	safety-oriented
	46	2	0.0039428	professional
	47	69	0.0037708	performance-oriented
	48	95	0.0037268	reputable
	49	19	0.0035675	mission-oriented
	50	67	0.0030755	vision-oriented
	51	52	0.0029384	integrity-oriented
	52	34	0.0026204	collectivist
	53	58	0.0019310	competitive
	54	115	0.0016212	collaborative
	55	112	0.0015473	team spirit-oriented
	56	42	0.0012507	open
	57	147	0.0008964	expert
	58	44	0.0007631	respectful to employee
	59	108	0.0005726	flexible
	60	121	0.0005565	initiative-taking
	61	30	0.0005279	customer happiness-oriented
	62	134	0.0004700	result-oriented
	63	93	0.0004397	progressive
	64	96	0.0004111	prompt
	65	9	0.0003816	agile
	66	60	0.0003691	knowledge-sharing
	67	27	0.0002422	service-oriented
	68	109	0.0001856	humble
	69	150	0.0001209	win-win approach-oriented

	70	119	0.0000639	respectful to social values
	71	129	0.0000000	results-oriented
	72	128	0.0000000	independent
	73	127	0.0000000	sharing experiences
	74	126	0.0000000	learning
	75	193	0.0000000	helpful
	76	124	0.0000000	problem solver
	77	123	0.0000000	customers
	78	122	0.0000000	devoted to efficiency of customers
	79	189	0.0000000	loyal to national values
	80	120	0.0000000	positive communication-oriented
	81	59	0.0000000	product development-oriented
	82	118	0.0000000	competent
	83	117	0.0000000	forward-looking
	84	116	0.0000000	valuing-confidentiality
	85	57	0.0000000	devoted
	86	114	0.0000000	product safety-oriented
	87	113	0.0000000	strong
	88	56	0.0000000	internalizing corporate culture
	89	111	0.0000000	fast
	90	110	0.0000000	regarding customers as strategic business
partners				
	91	157	0.0000000	quality service-oriented
	92	54	0.0000000	communicative
	93	107	0.0000000	supportive
	94	106	0.0000000	talented
	95	105	0.0000000	spending maximum effort in the job
	96	26	0.0000000	having sense of health safety environment
	97	103	0.0000000	sensitive to social values
	98	102	0.0000000	leader
	99	50	0.0000000	modern
	100	100	0.0000000	scientifically expert
	101	99	0.0000000	respectful to society
	102	98	0.0000000	positive effects-oriented
	103	97	0.0000000	determined
	104	48	0.0000000	devoted to work quality of customers
	105	182	0.0000000	growth driven
	106	185	0.0000000	providing plus value to the customers
	107	183	0.0000000	rationalist
	108	92	0.0000000	relationship-oriented
	109	91	0.0000000	sharing
	110	90	0.0000000	adding value to investors
	111	89	0.0000000	continuity-oriented
	112	22	0.0000000	knowledge-oriented
	113	43	0.0000000	having sense of belonging
	114	86	0.0000000	corporate values-oriented
	115	85	0.0000000	environmentally sustainable
	116	84	0.0000000	consumer-focused
	117	83	0.0000000	respecting to universal human rights

118	82	0.0000000	excited
119	20	0.0000000	systematically working
120	179	0.0000000	empathatic
121	187	0.0000000	supporting the dealers
122	174	0.0000000	devoted to profitability of customers
123	77	0.0000000	solution-oriented
124	38	0.0000000	humane
125	18	0.0000000	tradition-oriented
126	74	0.0000000	brand-oriented
127	198	0.0000000	professionally responsible
128	72	0.0000000	product quality-oriented
129	184	0.0000000	minimalist
130	190	0.0000000	high technology-oriented
131	173	0.0000000	respectful to beliefs
132	167	0.0000000	health-oriented
133	170	0.0000000	sincere
134	66	0.0000000	profit for business partners
135	32	0.0000000	respectful to labor
136	64	0.0000000	devoted to growth of customers
137	63	0.0000000	imaginative
138	186	0.0000000	process-oriented
139	172	0.0000000	change-oriented
140	146	0.0000000	ethical towards business partners
141	165	0.0000000	contributing to Turkish agriculture
142	192	0.0000000	objective
143	14	0.0000000	proper
144	160	0.0000000	socially beneficial
145	55	0.0000000	mutual trust-oriented
146	156	0.0000000	stakeholder-focused
147	53	0.0000000	respectful to individual
148	13	0.0000000	corporate
149	51	0.0000000	open communication-oriented
150	197	0.0000000	consistent
151	6	0.0000000	customer-valuing
152	196	0.0000000	employee motivation-oriented
153	166	0.0000000	value-adding
154	161	0.0000000	empathetic
155	45	0.0000000	national
156	178	0.0000000	cost-oriented
157	21	0.0000000	committed to doing business that is
specialized in			
158	175	0.0000000	distribution-oriented
159	41	0.0000000	supporting the employee
160	168	0.0000000	responsible to the internal customer
161	164	0.0000000	brave
162	171	0.0000000	faithful
163	154	0.0000000	sensitive
164	169	0.0000000	brand value-oriented
165	176	0.0000000	difference-oriented

166	163	0.0000000	accountable
167	158	0.0000000	human-oriented
168	191	0.0000000	pioneer with its values
169	180	0.0000000	improvement-oriented
170	141	0.0000000	pioneer in innovation
171	4	0.0000000	product-oriented
172	149	0.0000000	self-confident
173	139	0.0000000	customer needs-oriented
174	195	0.0000000	trustworthy towards customers
175	188	0.0000000	maintaining the in-house social balance
176	177	0.0000000	harmonious relationship-oriented
177	148	0.0000000	experienced
178	155	0.0000000	efficient relationship-oriented
179	159	0.0000000	fast in decision making
180	162	0.0000000	loving
181	75	0.0000000	pioneer in the way it conducts its business
182	142	0.0000000	capacity-oriented
183	152	0.0000000	employee development-oriented
184	151	0.0000000	partner
185	140	0.0000000	infrastructure-oriented
186	136	0.0000000	supporting the farmers
187	194	0.0000000	customers expectations -oriented
188	145	0.0000000	careful
189	143	0.0000000	business partners-focused
190	153	0.0000000	enjoying
191	137	0.0000000	concerned
192	144	0.0000000	warranty-oriented
193	132	0.0000000	work-oriented
194	133	0.0000000	making profit for business partners
195	181	0.0000000	profitability-oriented
196	135	0.0000000	caring
197	130	0.0000000	working to realize dreams
198	131	0.0000000	devoted to growth of suppliers

	Sum	0.9932922	

US NETWORK Input Degree

Rank	Vertex	Value	Id

1	4	0.1513944	decent
2	5	0.1075697	innovative
3	36	0.0796813	perfectionist
4	44	0.0717131	teamwork-oriented
5	45	0.0677291	respectful
6	6	0.0637450	customer-focused

7	26	0.0557769	diversity-oriented
8	25	0.0517928	right
9	10	0.0438247	honest
10	41	0.0438247	performance-oriented
11	30	0.0398406	caring
12	94	0.0398406	collaborative
13	8	0.0398406	accountable
14	62	0.0318725	partnership-oriented
15	101	0.0318725	passionate
16	48	0.0318725	results-oriented
17	1	0.0318725	service-oriented
18	37	0.0318725	ethical
19	56	0.0278884	environmentalist
20	111	0.0278884	improvement-oriented
21	24	0.0278884	humane
22	83	0.0278884	committed
23	2	0.0278884	safety-oriented
24	9	0.0278884	leading
25	18	0.0278884	responsible
26	196	0.0239044	open
27	46	0.0239044	quality-oriented
28	22	0.0239044	trustworthy
29	81	0.0239044	inclusive
30	113	0.0199203	respectful to individual
31	108	0.0199203	relationships-oriented
32	178	0.0199203	inspiration-oriented
33	20	0.0199203	growth driven
34	126	0.0159363	respectful to people
35	61	0.0159363	people-focused
36	14	0.0159363	entrepreneurial
37	13	0.0159363	employee-focused
38	212	0.0159363	long term thinking-oriented
39	21	0.0159363	courageous
40	19	0.0159363	health-oriented
41	68	0.0159363	transparent
42	67	0.0159363	winning-oriented
43	125	0.0119522	employee motivation-oriented
44	122	0.0119522	ownership-oriented
45	60	0.0119522	product quality-oriented
46	120	0.0119522	employee-valuing
47	57	0.0119522	collectivist
48	112	0.0119522	result-oriented
49	55	0.0119522	fair
50	107	0.0119522	professional
51	215	0.0119522	fun driven
52	208	0.0119522	minimalist
53	50	0.0119522	customer satisfaction-oriented
54	193	0.0119522	trusting the employee
55	191	0.0119522	purposeful

56	76	0.0119522	agile	
57	151	0.0119522	financially strong	
58	17	0.0119522	socially responsible	
59	32	0.0119522	sustainable	
60	200	0.0079681	risk taking	
61	210	0.0079681	social impacts-oriented	
62	121	0.0079681	honorable	
63	116	0.0079681	compassionate	
64	233	0.0079681	balanced	
65	204	0.0079681	learning from change	
66	109	0.0079681	achievement-oriented	
67	216	0.0079681	all-embracing	
68	214	0.0079681	objectives-oriented	
69	213	0.0079681	listener	
70	211	0.0079681	engineering-driven	
71	209	0.0079681	associate development-oriented	
72	207	0.0079681	culture-oriented	
73	206	0.0079681	local knowledge-oriented	
74	205	0.0079681	leading with exceptional ideas	
75	203	0.0079681	honesty	
76	202	0.0079681	faith-friendly	
77	201	0.0079681	community-oriented	
78	199	0.0079681	making things easier	
79	198	0.0079681	mutual trust-oriented	
80	197	0.0079681	easy-to-do business with	
81	195	0.0079681	inventive	
82	194	0.0079681	unleashing the human capabilities	
83	96	0.0079681	equalitarian	
84	189	0.0079681	winning through customers	
85	184	0.0079681	execution-oriented	
86	181	0.0079681	customer-valuing	
87	180	0.0079681	fast	
88	177	0.0079681	active	
89	87	0.0079681	customer relationships-oriented	
90	174	0.0079681	communicative	
91	170	0.0079681	success-oriented	
92	161	0.0079681	open to change	
93	78	0.0079681	leading humbly	
94	154	0.0079681	productivity-oriented	
95	150	0.0079681	learning	
96	144	0.0079681	committed to doing business in the right	
way				
	97	143	0.0079681	impact-oriented
	98	70	0.0079681	passionate for the business
	99	135	0.0079681	having sense of urgency
	100	132	0.0079681	supporting freedom of expression
	101	131	0.0079681	acting like owners
	102	64	0.0079681	creative
	103	235	0.0039841	united

	104	127	0.0039841	employee development-oriented
	105	63	0.0039841	acceptance-oriented
	106	148	0.0039841	respectful to dignity
	107	246	0.0039841	providing individual opportunity
	108	251	0.0039841	independent
	109	145	0.0039841	intensity-oriented
	110	124	0.0039841	committed to doing business in the best
way				
	111	228	0.0039841	compliant
	112	123	0.0039841	quality relationships-oriented
	113	141	0.0039841	knowledge-oriented
	114	140	0.0039841	humble
	115	245	0.0039841	adaptable
	116	138	0.0039841	competitive
	117	105	0.0039841	helpful
	118	136	0.0039841	loyal
	119	192	0.0039841	proactive
	120	247	0.0039841	reputation-oriented
	121	119	0.0039841	mutual respect-oriented
	122	239	0.0039841	curious
	123	118	0.0039841	trusting the individuals
	124	117	0.0039841	meritocratic
	125	232	0.0039841	family-oriented
	126	128	0.0039841	learning from challenge
	127	238	0.0039841	citizen
	128	115	0.0039841	education-oriented
	129	114	0.0039841	professional development-oriented
	130	220	0.0039841	customer satisfaction-oriented
	131	227	0.0039841	mutuality-oriented
	132	243	0.0039841	taking personal ownership
	133	172	0.0039841	polite
	134	27	0.0039841	supporting the employee
	135	223	0.0039841	concerned
	136	221	0.0039841	respectful to rights
	137	100	0.0039841	valuing
	138	219	0.0039841	dedicated to creating opportunities around
the world				
	139	218	0.0039841	stewardship
	140	217	0.0039841	efficient
	141	102	0.0039841	individual-valuing
	142	188	0.0039841	loving
	143	234	0.0039841	patriot
	144	248	0.0039841	faithful
	145	182	0.0039841	consistent
	146	240	0.0039841	considerate
	147	175	0.0039841	disciplined
	148	176	0.0039841	confident
	149	152	0.0039841	committed to get the job done
	150	168	0.0039841	personal ownership-oriented

151	226	0.0039841	corporately responsible
152	190	0.0039841	conservative
153	244	0.0039841	resourceful
154	187	0.0039841	spiritual
155	186	0.0039841	supportive
156	185	0.0039841	perspective-oriented
157	91	0.0039841	driven
158	183	0.0039841	motivated
159	229	0.0039841	customer expectations-oriented
160	85	0.0039841	character-based
161	179	0.0039841	clear communication-oriented
162	236	0.0039841	skilled
163	164	0.0039841	clear
164	166	0.0039841	supporting freedom of speech
165	222	0.0039841	investment-oriented
166	225	0.0039841	challenge-oriented
167	173	0.0039841	courageously determined
168	167	0.0039841	competent
169	171	0.0039841	specialized
170	169	0.0039841	responsive
171	241	0.0039841	engaged with the world
172	250	0.0039841	leading in quality
173	165	0.0039841	respectful to employee
174	163	0.0039841	process-based
175	158	0.0039841	unpolitical
176	157	0.0039841	environmentally sustainable
177	155	0.0039841	unassumingly leading
178	38	0.0039841	customer success-oriented
179	162	0.0039841	stakeholder experience-oriented
180	149	0.0039841	dialogue-oriented
181	146	0.0039841	committed to patients
182	237	0.0039841	interdisciplinary
183	249	0.0039841	harmonic
184	224	0.0039841	people development-oriented
185	139	0.0039841	having golden rule
186	137	0.0039841	economic impacts-oriented
187	153	0.0039841	insightful
188	66	0.0039841	believing
189	130	0.0039841	globality-oriented
190	129	0.0039841	dignified
191	160	0.0039841	interested in wellness
192	230	0.0039841	product-oriented
193	159	0.0039841	proud
194	231	0.0039841	challenge-oriented
195	242	0.0039841	reliable
196	74	0.0039841	corporate citizen
197	147	0.0039841	global teamwork-oriented
198	77	0.0039841	thinking strategically
199	35	0.0039841	visionary

200	142	0.0039841	having sense of belonging
201	252	0.0039841	autonomic management-oriented
202	134	0.0039841	neighbors-focused
203	133	0.0039841	customer service-oriented
204	156	0.0039841	high touch product-oriented
205	43	0.0000000	owning
206	31	0.0000000	mission-oriented
207	51	0.0000000	authentic
208	11	0.0000000	tenacious
209	89	0.0000000	human rights-oriented
210	23	0.0000000	change-oriented
211	84	0.0000000	seeing the big picture
212	88	0.0000000	strategically creative
213	90	0.0000000	devoted to legacy
214	92	0.0000000	aggressive
215	79	0.0000000	patient-focused
216	98	0.0000000	optimistic
217	29	0.0000000	expert
218	28	0.0000000	contributing to life
219	12	0.0000000	cooperation-oriented
220	58	0.0000000	dedicated to community
221	73	0.0000000	high touch service-oriented
222	69	0.0000000	relationship-oriented
223	80	0.0000000	ingenious
224	71	0.0000000	hospitable
225	99	0.0000000	progressive
226	42	0.0000000	scientific
227	34	0.0000000	goodness-oriented
228	52	0.0000000	consumer-focused
229	7	0.0000000	future-oriented
230	54	0.0000000	bold
231	97	0.0000000	appearance-oriented
232	106	0.0000000	relevance-based
233	93	0.0000000	positive
234	15	0.0000000	devoted to success of clients
235	95	0.0000000	difference-oriented
236	72	0.0000000	liable
237	59	0.0000000	client-focused
238	104	0.0000000	hardworking
239	49	0.0000000	sincere
240	75	0.0000000	self-respecting
241	65	0.0000000	single-minded
242	3	0.0000000	accessibility-oriented
243	40	0.0000000	well-managed
244	82	0.0000000	free inquiry-oriented
245	33	0.0000000	journalistically decent
246	16	0.0000000	quality service-oriented
247	103	0.0000000	concerned about hunger
248	47	0.0000000	warrior

249	53	0.0000000	protective
250	86	0.0000000	individuality-based
251	110	0.0000000	client trust-oriented
252	39	0.0000000	interested in healthcare of stakeholders

Sum 2.4820717

US NETWORK Output Degree

Rank	Vertex	Value	Id
1	4	0.2390438	decent
2	6	0.1792829	customer-focused
3	2	0.1354582	safety-oriented
4	25	0.0717131	right
5	22	0.0717131	trustworthy
6	10	0.0637450	honest
7	1	0.0637450	service-oriented
8	8	0.0637450	accountable
9	5	0.0597610	innovative
10	37	0.0557769	ethical
11	36	0.0478088	perfectionist
12	46	0.0438247	quality-oriented
13	45	0.0438247	respectful
14	9	0.0438247	leading
15	30	0.0398406	caring
16	59	0.0398406	client-focused
17	24	0.0398406	humane
18	44	0.0358566	teamwork-oriented
19	61	0.0318725	people-focused
20	18	0.0318725	responsible
21	13	0.0278884	employee-focused
22	26	0.0278884	diversity-oriented
23	94	0.0278884	collaborative
24	17	0.0278884	socially responsible
25	56	0.0239044	environmentalist
26	41	0.0239044	performance-oriented
27	55	0.0199203	fair
28	31	0.0159363	mission-oriented
29	14	0.0159363	entrepreneurial
30	57	0.0159363	collectivist
31	50	0.0159363	customer satisfaction-oriented
32	83	0.0159363	committed
33	77	0.0159363	thinking strategically
34	76	0.0159363	agile
35	66	0.0159363	believing
36	112	0.0119522	result-oriented

37	27	0.0119522	supporting the employee
38	109	0.0119522	achievement-oriented
39	108	0.0119522	relationships-oriented
40	48	0.0119522	results-oriented
41	87	0.0119522	customer relationships-oriented
42	19	0.0119522	health-oriented
43	35	0.0119522	visionary
44	63	0.0079681	acceptance-oriented
45	62	0.0079681	partnership-oriented
46	7	0.0079681	future-oriented
47	15	0.0079681	devoted to success of clients
48	60	0.0079681	product quality-oriented
49	121	0.0079681	honorable
50	120	0.0079681	employee-valuing
51	29	0.0079681	expert
52	119	0.0079681	mutual respect-oriented
53	58	0.0079681	dedicated to community
54	28	0.0079681	contributing to life
55	111	0.0079681	improvement-oriented
56	110	0.0079681	client trust-oriented
57	54	0.0079681	bold
58	53	0.0079681	protective
59	107	0.0079681	professional
60	106	0.0079681	relevance-based
61	52	0.0079681	consumer-focused
62	105	0.0079681	helpful
63	104	0.0079681	hardworking
64	51	0.0079681	authentic
65	103	0.0079681	concerned about hunger
66	102	0.0079681	individual-valuing
67	12	0.0079681	cooperation-oriented
68	101	0.0079681	passionate
69	100	0.0079681	valuing
70	49	0.0079681	sincere
71	99	0.0079681	progressive
72	98	0.0079681	optimistic
73	3	0.0079681	accessibility-oriented
74	97	0.0079681	appearance-oriented
75	96	0.0079681	equalitarian
76	95	0.0079681	difference-oriented
77	47	0.0079681	warrior
78	23	0.0079681	change-oriented
79	93	0.0079681	positive
80	92	0.0079681	aggressive
81	11	0.0079681	tenacious
82	91	0.0079681	driven
83	90	0.0079681	devoted to legacy
84	89	0.0079681	human rights-oriented
85	88	0.0079681	strategically creative

86	21	0.0079681	courageous	
87	43	0.0079681	owning	
88	86	0.0079681	individuality-based	
89	42	0.0079681	scientific	
90	85	0.0079681	character-based	
91	20	0.0079681	growth driven	
92	82	0.0079681	free inquiry-oriented	
93	40	0.0079681	well-managed	
94	81	0.0079681	inclusive	
95	80	0.0079681	ingenious	
96	39	0.0079681	interested in healthcare of stakeholders	
97	79	0.0079681	patient-focused	
98	78	0.0079681	leading humbly	
99	38	0.0079681	customer success-oriented	
100	75	0.0079681	self-respecting	
101	74	0.0079681	corporate citizen	
102	73	0.0079681	high touch service-oriented	
103	72	0.0079681	liable	
104	71	0.0079681	hospitable	
105	70	0.0079681	passionate for the business	
106	34	0.0079681	goodness-oriented	
107	69	0.0079681	relationship-oriented	
108	68	0.0079681	transparent	
109	16	0.0079681	quality service-oriented	
110	67	0.0079681	winning-oriented	
111	33	0.0079681	journalistically decent	
112	32	0.0079681	sustainable	
113	65	0.0079681	single-minded	
114	64	0.0079681	creative	
115	127	0.0039841	employee development-oriented	
116	126	0.0039841	respectful to people	
117	125	0.0039841	employee motivation-oriented	
118	136	0.0039841	loyal	
119	124	0.0039841	committed to doing business in the best	
way				
	120	123	0.0039841	quality relationships-oriented
	121	122	0.0039841	ownership-oriented
	122	132	0.0039841	supporting freedom of expression
	123	118	0.0039841	trusting the individuals
	124	117	0.0039841	meritocratic
	125	116	0.0039841	compassionate
	126	128	0.0039841	learning from challenge
	127	115	0.0039841	education-oriented
	128	114	0.0039841	professional development-oriented
	129	113	0.0039841	respectful to individual
	130	84	0.0039841	seeing the big picture
	131	142	0.0039841	having sense of belonging
	132	141	0.0039841	knowledge-oriented
	133	140	0.0039841	humble

134	139	0.0039841	having golden rule
135	138	0.0039841	competitive
136	137	0.0039841	economic impacts-oriented
137	135	0.0039841	having sense of urgency
138	134	0.0039841	neighbors-focused
139	133	0.0039841	customer service-oriented
140	131	0.0039841	acting like owners
141	130	0.0039841	globality-oriented
142	129	0.0039841	dignified
143	235	0.0000000	united
144	218	0.0000000	stewardship
145	224	0.0000000	people development-oriented
146	233	0.0000000	balanced
147	238	0.0000000	citizen
148	199	0.0000000	making things easier
149	197	0.0000000	easy-to-do business with
150	196	0.0000000	open
151	252	0.0000000	autonomic management-oriented
152	216	0.0000000	all-embracing
153	191	0.0000000	purposeful
154	190	0.0000000	conservative
155	229	0.0000000	customer expectations-oriented
156	187	0.0000000	spiritual
157	185	0.0000000	perspective-oriented
158	184	0.0000000	execution-oriented
159	249	0.0000000	harmonic
160	242	0.0000000	reliable
161	219	0.0000000	dedicated to creating opportunities around
the world			
162	211	0.0000000	engineering-driven
163	243	0.0000000	taking personal ownership
164	176	0.0000000	confident
165	246	0.0000000	providing individual opportunity
166	174	0.0000000	communicative
167	230	0.0000000	product-oriented
168	228	0.0000000	compliant
169	169	0.0000000	responsive
170	168	0.0000000	personal ownership-oriented
171	251	0.0000000	independent
172	234	0.0000000	patriot
173	165	0.0000000	respectful to employee
174	164	0.0000000	clear
175	222	0.0000000	investment-oriented
176	220	0.0000000	customer satisfaction-oriented
177	231	0.0000000	challenge-oriented
178	241	0.0000000	engaged with the world
179	245	0.0000000	adaptable
180	244	0.0000000	resourceful
181	247	0.0000000	reputation-oriented

	182	156	0.0000000	high touch product-oriented
	183	213	0.0000000	listener
	184	248	0.0000000	faithful
	185	201	0.0000000	community-oriented
	186	214	0.0000000	objectives-oriented
	187	143	0.0000000	impact-oriented
	188	209	0.0000000	associate development-oriented
	189	225	0.0000000	challenge-oriented
	190	205	0.0000000	leading with exceptional ideas
	191	206	0.0000000	local knowledge-oriented
	192	179	0.0000000	clear communication-oriented
	193	150	0.0000000	learning
	194	208	0.0000000	minimalist
	195	204	0.0000000	learning from change
	196	147	0.0000000	global teamwork-oriented
	197	146	0.0000000	committed to patients
	198	144	0.0000000	committed to doing business in the right
way	199	217	0.0000000	efficient
	200	215	0.0000000	fun driven
	201	198	0.0000000	mutual trust-oriented
	202	195	0.0000000	inventive
	203	192	0.0000000	proactive
	204	189	0.0000000	winning through customers
	205	186	0.0000000	supportive
	206	183	0.0000000	motivated
	207	240	0.0000000	considerate
	208	178	0.0000000	inspiration-oriented
	209	175	0.0000000	disciplined
	210	173	0.0000000	courageously determined
	211	170	0.0000000	success-oriented
	212	167	0.0000000	competent
	213	166	0.0000000	supporting freedom of speech
	214	163	0.0000000	process-based
	215	212	0.0000000	long term thinking-oriented
	216	159	0.0000000	proud
	217	157	0.0000000	environmentally sustainable
	218	155	0.0000000	unassumingly leading
	219	221	0.0000000	respectful to rights
	220	207	0.0000000	culture-oriented
	221	237	0.0000000	interdisciplinary
	222	202	0.0000000	faith-friendly
	223	152	0.0000000	committed to get the job done
	224	151	0.0000000	financially strong
	225	148	0.0000000	respectful to dignity
	226	145	0.0000000	intensity-oriented
	227	200	0.0000000	risk taking
	228	194	0.0000000	unleashing the human capabilities
	229	188	0.0000000	loving

230	182	0.0000000	consistent
231	177	0.0000000	active
232	172	0.0000000	polite
233	161	0.0000000	open to change
234	162	0.0000000	stakeholder experience-oriented
235	158	0.0000000	unpolitical
236	154	0.0000000	productivity-oriented
237	210	0.0000000	social impacts-oriented
238	250	0.0000000	leading in quality
239	236	0.0000000	skilled
240	239	0.0000000	curious
241	193	0.0000000	trusting the employee
242	181	0.0000000	customer-valuing
243	171	0.0000000	specialized
244	160	0.0000000	interested in wellness
245	153	0.0000000	insightful
246	203	0.0000000	honesty
247	223	0.0000000	concerned
248	180	0.0000000	fast
249	149	0.0000000	dialogue-oriented
250	226	0.0000000	corporately responsible
251	232	0.0000000	family-oriented
252	227	0.0000000	mutuality-oriented

Sum	2.4820717
-----	-----------

US NETWORK Input Closeness

Rank	Vertex	Value	Id
1	4	0.2401820	decent
2	5	0.2102725	innovative
3	44	0.2063786	teamwork-oriented
4	36	0.2063786	perfectionist
5	45	0.1997212	respectful
6	6	0.1955166	customer-focused
7	101	0.1888889	passionate
8	25	0.1876169	right
9	94	0.1845107	collaborative
10	8	0.1832968	accountable
11	178	0.1827957	inspiration-oriented
12	24	0.1809163	humane
13	1	0.1791711	service-oriented
14	18	0.1791711	responsible
15	26	0.1785969	diversity-oriented
16	37	0.1785969	ethical

17	10	0.1780263	honest
18	41	0.1774593	performance-oriented
19	22	0.1768959	trustworthy
20	108	0.1763361	relationships-oriented
21	48	0.1763361	results-oriented
22	46	0.1746778	quality-oriented
23	30	0.1735895	caring
24	56	0.1730504	environmentalist
25	212	0.1730302	long term thinking-oriented
26	126	0.1719822	respectful to people
27	113	0.1714530	respectful to individual
28	83	0.1709271	committed
29	2	0.1709271	safety-oriented
30	112	0.1704043	result-oriented
31	111	0.1704043	improvement-oriented
32	81	0.1704043	inclusive
33	9	0.1704043	leading
34	196	0.1696607	open
35	120	0.1693685	employee-valuing
36	191	0.1691542	purposeful
37	57	0.1673340	collectivist
38	13	0.1673340	employee-focused
39	61	0.1668330	people-focused
40	68	0.1663350	transparent
41	17	0.1658399	socially responsible
42	62	0.1638889	partnership-oriented
43	214	0.1636905	objectives-oriented
44	107	0.1634083	professional
45	19	0.1634083	health-oriented
46	87	0.1624555	customer relationships-oriented
47	78	0.1624555	leading humbly
48	150	0.1623687	learning
49	131	0.1623687	acting like owners
50	116	0.1619832	compassionate
51	246	0.1614435	providing individual opportunity
52	232	0.1614435	family-oriented
53	222	0.1614435	investment-oriented
54	175	0.1614435	disciplined
55	155	0.1614435	unassumingly leading
56	153	0.1614435	insightful
57	149	0.1614435	dialogue-oriented
58	145	0.1614435	intensity-oriented
59	139	0.1614435	having golden rule
60	127	0.1601213	employee development-oriented
61	119	0.1601213	mutual respect-oriented
62	133	0.1601213	customer service-oriented
63	129	0.1601213	dignified
64	177	0.1569714	active
65	20	0.1560847	growth driven

	66	122	0.1547840	ownership-oriented
	67	213	0.1544051	listener
	68	76	0.1522465	agile
	69	151	0.1519214	financially strong
	70	205	0.1511111	leading with exceptional ideas
way	71	144	0.1511111	committed to doing business in the right
	72	14	0.1510087	entrepreneurial
	73	135	0.1501947	having sense of urgency
	74	180	0.1496599	fast
	75	184	0.1483421	execution-oriented
	76	21	0.1478043	courageous
	77	241	0.1475694	engaged with the world
	78	245	0.1475694	adaptable
	79	55	0.1470243	fair
	80	91	0.1462526	driven
	81	186	0.1456727	supportive
	82	74	0.1456727	corporate citizen
	83	66	0.1443581	believing
	84	208	0.1429753	minimalist
	85	67	0.1425121	winning-oriented
	86	209	0.1422693	associate development-oriented
	87	199	0.1422693	making things easier
	88	201	0.1420217	community-oriented
	89	181	0.1420217	customer-valuing
	90	200	0.1413134	risk taking
	91	170	0.1413134	success-oriented
way	92	124	0.1402640	committed to doing business in the best
	93	234	0.1402640	patriot
	94	224	0.1402640	people development-oriented
	95	221	0.1402640	respectful to rights
	96	192	0.1402640	proactive
	97	165	0.1402640	respectful to employee
	98	152	0.1402640	committed to get the job done
	99	148	0.1402640	respectful to dignity
	100	134	0.1402640	neighbors-focused
	101	118	0.1396547	trusting the individuals
	102	117	0.1393056	meritocratic
	103	197	0.1392301	easy-to-do business with
	104	189	0.1392301	winning through customers
	105	125	0.1386125	employee motivation-oriented
	106	233	0.1385493	balanced
	107	50	0.1379263	customer satisfaction-oriented
	108	121	0.1369096	honorable
	109	185	0.1368760	perspective-oriented
	110	174	0.1368760	communicative
	111	229	0.1362179	customer expectations-oriented
	112	27	0.1362179	supporting the employee

113	243	0.1362179	taking personal ownership
114	85	0.1359079	character-based
115	215	0.1356004	fun driven
116	70	0.1355772	passionate for the business
117	161	0.1349206	open to change
118	193	0.1346002	trusting the employee
119	195	0.1342812	inventive
120	183	0.1339638	motivated
121	179	0.1339638	clear communication-oriented
122	203	0.1336478	honesty
123	230	0.1327088	product-oriented
124	163	0.1327088	process-based
125	202	0.1323988	faith-friendly
126	162	0.1317829	stakeholder experience-oriented
127	223	0.1317829	concerned
128	247	0.1317829	reputation-oriented
129	141	0.1317310	knowledge-oriented
130	173	0.1314772	courageously determined
131	240	0.1311728	considerate
132	136	0.1308033	loyal
133	211	0.1305684	engineering-driven
134	169	0.1305684	responsive
135	235	0.1305684	united
136	60	0.1301921	product quality-oriented
137	217	0.1293760	efficient
138	154	0.1291907	productivity-oriented
139	109	0.1289866	achievement-oriented
140	147	0.1287879	global teamwork-oriented
141	32	0.1286887	sustainable
142	218	0.1284958	stewardship
143	100	0.1280971	valuing
144	252	0.1273408	autonomic management-oriented
145	238	0.1273408	citizen
146	225	0.1273408	challenge-oriented
147	242	0.1273408	reliable
148	250	0.1273408	leading in quality
149	244	0.1273408	resourceful
150	160	0.1273408	interested in wellness
151	96	0.1266414	equalitarian
152	114	0.1263542	professional development-oriented
153	227	0.1250920	mutuality-oriented
154	158	0.1250920	unpolitical
155	64	0.1246582	creative
156	228	0.1231884	compliant
157	194	0.1229212	unleashing the human capabilities
158	168	0.1226551	personal ownership-oriented
159	77	0.1216642	thinking strategically
160	182	0.1137885	consistent
161	236	0.1133333	skilled

	162	226	0.1132005	corporately responsible
	163	157	0.1132005	environmentally sustainable
	164	204	0.1090863	learning from change
	165	128	0.1074982	learning from challenge
	166	167	0.1071204	competent
	167	220	0.1035954	customer satisfaction-oriented
	168	38	0.1004004	customer success-oriented
	169	105	0.1002198	helpful
	170	143	0.0996869	impact-oriented
	171	210	0.0119048	social impacts-oriented
	172	216	0.0119048	all-embracing
	173	207	0.0119048	culture-oriented
	174	206	0.0119048	local knowledge-oriented
	175	198	0.0119048	mutual trust-oriented
	176	132	0.0119048	supporting freedom of expression
	177	219	0.0079365	dedicated to creating opportunities around
the world				
	178	231	0.0079365	challenge-oriented
	179	248	0.0079365	faithful
	180	159	0.0079365	proud
	181	166	0.0079365	supporting freedom of speech
	182	187	0.0079365	spiritual
	183	102	0.0079365	individual-valuing
	184	142	0.0079365	having sense of belonging
	185	251	0.0079365	independent
	186	123	0.0079365	quality relationships-oriented
	187	239	0.0079365	curious
	188	188	0.0079365	loving
	189	190	0.0079365	conservative
	190	237	0.0079365	interdisciplinary
	191	137	0.0079365	economic impacts-oriented
	192	138	0.0079365	competitive
	193	176	0.0079365	confident
	194	172	0.0079365	polite
	195	171	0.0079365	specialized
	196	164	0.0079365	clear
	197	249	0.0079365	harmonic
	198	115	0.0079365	education-oriented
	199	146	0.0079365	committed to patients
	200	140	0.0079365	humble
	201	156	0.0079365	high touch product-oriented
	202	35	0.0079365	visionary
	203	63	0.0079365	acceptance-oriented
	204	130	0.0079365	globality-oriented
	205	23	0.0000000	change-oriented
	206	39	0.0000000	interested in healthcare of stakeholders
	207	15	0.0000000	devoted to success of clients
	208	89	0.0000000	human rights-oriented
	209	7	0.0000000	future-oriented

210	53	0.0000000	protective
211	33	0.0000000	journalistically decent
212	40	0.0000000	well-managed
213	88	0.0000000	strategically creative
214	92	0.0000000	aggressive
215	11	0.0000000	tenacious
216	58	0.0000000	dedicated to community
217	34	0.0000000	goodness-oriented
218	52	0.0000000	consumer-focused
219	106	0.0000000	relevance-based
220	16	0.0000000	quality service-oriented
221	80	0.0000000	ingenious
222	82	0.0000000	free inquiry-oriented
223	97	0.0000000	appearance-oriented
224	103	0.0000000	concerned about hunger
225	104	0.0000000	hardworking
226	71	0.0000000	hospitable
227	28	0.0000000	contributing to life
228	99	0.0000000	progressive
229	110	0.0000000	client trust-oriented
230	79	0.0000000	patient-focused
231	54	0.0000000	bold
232	51	0.0000000	authentic
233	31	0.0000000	mission-oriented
234	3	0.0000000	accessibility-oriented
235	72	0.0000000	liable
236	98	0.0000000	optimistic
237	29	0.0000000	expert
238	65	0.0000000	single-minded
239	75	0.0000000	self-respecting
240	73	0.0000000	high touch service-oriented
241	93	0.0000000	positive
242	12	0.0000000	cooperation-oriented
243	42	0.0000000	scientific
244	95	0.0000000	difference-oriented
245	43	0.0000000	owning
246	84	0.0000000	seeing the big picture
247	69	0.0000000	relationship-oriented
248	86	0.0000000	individuality-based
249	47	0.0000000	warrior
250	59	0.0000000	client-focused
251	49	0.0000000	sincere
252	90	0.0000000	devoted to legacy

Sum 25.5591089

US NETWORK Output Closeness

Rank	Vertex	Value	Id
1	4	0.3931308	decent
2	2	0.3393093	safety-oriented
3	6	0.3323847	customer-focused
4	22	0.2968957	trustworthy
5	10	0.2961245	honest
6	5	0.2915804	innovative
7	37	0.2871736	ethical
8	25	0.2864521	right
9	8	0.2864521	accountable
10	1	0.2850198	service-oriented
11	24	0.2815011	humane
12	9	0.2801178	leading
13	36	0.2801178	perfectionist
14	46	0.2787480	quality-oriented
15	44	0.2773916	teamwork-oriented
16	45	0.2753815	respectful
17	59	0.2728175	client-focused
18	94	0.2727463	collaborative
19	66	0.2676243	believing
20	56	0.2639073	environmentalist
21	30	0.2632978	caring
22	17	0.2608877	socially responsible
23	26	0.2602921	diversity-oriented
24	83	0.2602921	committed
25	57	0.2579365	collectivist
26	52	0.2569201	consumer-focused
27	55	0.2567746	fair
28	38	0.2561976	customer success-oriented
29	109	0.2550513	achievement-oriented
30	106	0.2546515	relevance-based
31	62	0.2544820	partnership-oriented
32	71	0.2540906	hospitable
33	28	0.2529762	contributing to life
34	100	0.2527892	valuing
35	18	0.2527892	responsible
36	107	0.2516731	professional
37	70	0.2516731	passionate for the business
38	21	0.2500174	courageous
39	122	0.2494703	ownership-oriented
40	120	0.2494703	employee-valuing
41	41	0.2467704	performance-oriented
42	13	0.2451784	employee-focused
43	61	0.2420551	people-focused
44	23	0.2335165	change-oriented
45	31	0.2319464	mission-oriented

46	19	0.2298547	health-oriented
47	89	0.2288832	human rights-oriented
48	50	0.2209456	customer satisfaction-oriented
49	64	0.2209456	creative
50	108	0.2196685	relationships-oriented
51	15	0.2168367	devoted to success of clients
52	99	0.2164299	progressive
53	76	0.2151093	agile
54	104	0.2136243	hardworking
55	51	0.2124441	authentic
56	90	0.2112768	devoted to legacy
57	43	0.2105057	owning
58	35	0.2080469	visionary
59	111	0.2076647	improvement-oriented
60	136	0.2069110	loyal
61	63	0.2063634	acceptance-oriented
62	141	0.2046821	knowledge-oriented
63	11	0.2034518	tenacious
64	84	0.2030936	seeing the big picture
65	77	0.2028611	thinking strategically
66	48	0.2017840	results-oriented
67	133	0.2017840	customer service-oriented
68	88	0.2009706	strategically creative
69	110	0.2006211	client trust-oriented
70	81	0.2003654	inclusive
71	65	0.2002728	single-minded
72	119	0.2000139	mutual respect-oriented
73	85	0.1989667	character-based
74	113	0.1986201	respectful to individual
75	112	0.1982747	result-oriented
76	53	0.1968552	protective
77	129	0.1962271	dignified
78	3	0.1935560	accessibility-oriented
79	33	0.1916491	journalistically decent
80	115	0.1916232	education-oriented
81	32	0.1912885	sustainable
82	105	0.1909681	helpful
83	126	0.1903304	respectful to people
84	132	0.1897321	supporting freedom of expression
85	121	0.1896971	honorable
86	14	0.1896971	entrepreneurial
87	91	0.1893820	driven
88	86	0.1891101	individuality-based
89	96	0.1890679	equalitarian
90	114	0.1887549	professional development-oriented
91	127	0.1884429	employee development-oriented
92	72	0.1872681	liable
93	93	0.1870421	positive
94	79	0.1861472	patient-focused

95	12	0.1860599	cooperation-oriented	
96	20	0.1853788	growth driven	
97	125	0.1847779	employee motivation-oriented	
98	80	0.1843828	ingenious	
99	69	0.1828164	relationship-oriented	
100	73	0.1698898	high touch service-oriented	
101	60	0.1686508	product quality-oriented	
102	98	0.1672124	optimistic	
103	116	0.1664349	compassionate	
104	78	0.1624045	leading humbly	
105	87	0.1612559	customer relationships-oriented	
106	40	0.1571623	well-managed	
107	34	0.1560990	goodness-oriented	
108	135	0.1559616	having sense of urgency	
109	101	0.1551128	passionate	
110	118	0.1542733	trusting the individuals	
111	82	0.1513838	free inquiry-oriented	
112	58	0.1507937	dedicated to community	
113	68	0.1484478	transparent	
114	117	0.1459769	meritocratic	
115	95	0.1383179	difference-oriented	
116	7	0.1316862	future-oriented	
117	67	0.1275257	winning-oriented	
118	42	0.1095909	scientific	
119	138	0.1084184	competitive	
120	27	0.0158730	supporting the employee	
121	29	0.0119048	expert	
122	54	0.0119048	bold	
123	103	0.0119048	concerned about hunger	
124	102	0.0119048	individual-valuing	
125	49	0.0119048	sincere	
126	97	0.0119048	appearance-oriented	
127	47	0.0119048	warrior	
128	92	0.0119048	aggressive	
129	39	0.0119048	interested in healthcare of stakeholders	
130	75	0.0119048	self-respecting	
131	74	0.0119048	corporate citizen	
132	16	0.0119048	quality service-oriented	
133	124	0.0079365	committed to doing business in the best	
way				
	134	123	0.0079365	quality relationships-oriented
	135	142	0.0079365	having sense of belonging
	136	140	0.0079365	humble
	137	139	0.0079365	having golden rule
	138	137	0.0079365	economic impacts-oriented
	139	134	0.0079365	neighbors-focused
	140	131	0.0079365	acting like owners
	141	130	0.0079365	globality-oriented
	142	128	0.0079365	learning from challenge

143	203	0.0000000	honesty
144	220	0.0000000	customer satisfaction-oriented
145	229	0.0000000	customer expectations-oriented
146	233	0.0000000	balanced
147	246	0.0000000	providing individual opportunity
148	228	0.0000000	compliant
149	221	0.0000000	respectful to rights
150	227	0.0000000	mutuality-oriented
151	225	0.0000000	challenge-oriented
152	163	0.0000000	process-based
153	206	0.0000000	local knowledge-oriented
154	251	0.0000000	independent
155	179	0.0000000	clear communication-oriented
156	202	0.0000000	faith-friendly
157	199	0.0000000	making things easier
158	214	0.0000000	objectives-oriented
159	250	0.0000000	leading in quality
160	183	0.0000000	motivated
161	240	0.0000000	considerate
162	239	0.0000000	curious
163	216	0.0000000	all-embracing
164	249	0.0000000	harmonic
165	241	0.0000000	engaged with the world
166	213	0.0000000	listener
167	187	0.0000000	spiritual
168	238	0.0000000	citizen
169	217	0.0000000	efficient
170	201	0.0000000	community-oriented
171	252	0.0000000	autonomic management-oriented
172	192	0.0000000	proactive
173	170	0.0000000	success-oriented
174	232	0.0000000	family-oriented
175	173	0.0000000	courageously determined
176	207	0.0000000	culture-oriented
177	226	0.0000000	corporately responsible
178	244	0.0000000	resourceful
179	245	0.0000000	adaptable
180	166	0.0000000	supporting freedom of speech
181	235	0.0000000	united
182	247	0.0000000	reputation-oriented
183	205	0.0000000	leading with exceptional ideas
184	143	0.0000000	impact-oriented
185	148	0.0000000	respectful to dignity
186	218	0.0000000	stewardship
187	147	0.0000000	global teamwork-oriented
188	154	0.0000000	productivity-oriented
189	224	0.0000000	people development-oriented
190	157	0.0000000	environmentally sustainable
191	204	0.0000000	learning from change

	192	165	0.0000000	respectful to employee
	193	164	0.0000000	clear
	194	176	0.0000000	confident
	195	145	0.0000000	intensity-oriented
	196	152	0.0000000	committed to get the job done
	197	171	0.0000000	specialized
	198	195	0.0000000	inventive
	199	200	0.0000000	risk taking
	200	178	0.0000000	inspiration-oriented
	201	209	0.0000000	associate development-oriented
	202	193	0.0000000	trusting the employee
	203	153	0.0000000	insightful
	204	174	0.0000000	communicative
	205	168	0.0000000	personal ownership-oriented
	206	222	0.0000000	investment-oriented
	207	167	0.0000000	competent
	208	146	0.0000000	committed to patients
	209	198	0.0000000	mutual trust-oriented
	210	208	0.0000000	minimalist
	211	186	0.0000000	supportive
	212	160	0.0000000	interested in wellness
	213	158	0.0000000	unpolitical
	214	162	0.0000000	stakeholder experience-oriented
	215	156	0.0000000	high touch product-oriented
	216	219	0.0000000	dedicated to creating opportunities around
the world				
	217	197	0.0000000	easy-to-do business with
	218	194	0.0000000	unleashing the human capabilities
	219	172	0.0000000	polite
	220	223	0.0000000	concerned
	221	161	0.0000000	open to change
	222	180	0.0000000	fast
	223	159	0.0000000	proud
	224	177	0.0000000	active
	225	236	0.0000000	skilled
	226	144	0.0000000	committed to doing business in the right
way				
	227	151	0.0000000	financially strong
	228	188	0.0000000	loving
	229	189	0.0000000	winning through customers
	230	248	0.0000000	faithful
	231	175	0.0000000	disciplined
	232	191	0.0000000	purposeful
	233	149	0.0000000	dialogue-oriented
	234	150	0.0000000	learning
	235	155	0.0000000	unassumingly leading
	236	215	0.0000000	fun driven
	237	169	0.0000000	responsive
	238	182	0.0000000	consistent

239	190	0.0000000	conservative
240	230	0.0000000	product-oriented
241	210	0.0000000	social impacts-oriented
242	184	0.0000000	execution-oriented
243	181	0.0000000	customer-valuing
244	242	0.0000000	reliable
245	237	0.0000000	interdisciplinary
246	185	0.0000000	perspective-oriented
247	231	0.0000000	challenge-oriented
248	196	0.0000000	open
249	211	0.0000000	engineering-driven
250	243	0.0000000	taking personal ownership
251	212	0.0000000	long term thinking-oriented
252	234	0.0000000	patriot

Sum 26.1722965

US NETWORK Betweenness

Rank	Vertex	Value	Id
1	4	0.1609254	decent
2	6	0.0562832	customer-focused
3	5	0.0395705	innovative
4	36	0.0374145	perfectionist
5	44	0.0329414	teamwork-oriented
6	2	0.0284386	safety-oriented
7	25	0.0254808	right
8	26	0.0240301	diversity-oriented
9	18	0.0188713	responsible
10	8	0.0184904	accountable
11	45	0.0170017	respectful
12	10	0.0158719	honest
13	56	0.0143987	environmentalist
14	101	0.0138073	passionate
15	1	0.0136028	service-oriented
16	85	0.0127236	character-based
17	46	0.0107653	quality-oriented
18	22	0.0100378	trustworthy
19	62	0.0097519	partnership-oriented
20	24	0.0085316	humane
21	94	0.0082660	collaborative
22	61	0.0079927	people-focused
23	48	0.0074293	results-oriented
24	81	0.0069804	inclusive
25	37	0.0068855	ethical
26	83	0.0065071	committed
27	96	0.0064352	equalitarian

28	87	0.0064064	customer relationships-oriented
29	30	0.0057793	caring
30	67	0.0057146	winning-oriented
31	78	0.0056299	leading humbly
32	111	0.0055604	improvement-oriented
33	77	0.0050559	thinking strategically
34	38	0.0050501	customer success-oriented
35	107	0.0045726	professional
36	50	0.0043692	customer satisfaction-oriented
37	20	0.0038290	growth driven
38	27	0.0037928	supporting the employee
39	74	0.0037928	corporate citizen
40	41	0.0035680	performance-oriented
41	125	0.0031271	employee motivation-oriented
42	17	0.0031127	socially responsible
43	108	0.0030946	relationships-oriented
44	9	0.0029336	leading
45	60	0.0028229	product quality-oriented
46	64	0.0028096	creative
47	21	0.0027509	courageous
48	120	0.0027494	employee-valuing
49	132	0.0027092	supporting freedom of expression
50	113	0.0026773	respectful to individual
51	55	0.0022988	fair
52	32	0.0020745	sustainable
53	91	0.0019225	driven
54	19	0.0019150	health-oriented
55	68	0.0018740	transparent
56	14	0.0016724	entrepreneurial
57	63	0.0016084	acceptance-oriented
58	112	0.0014040	result-oriented
59	13	0.0010074	employee-focused
60	66	0.0008467	believing
61	126	0.0008038	respectful to people
62	109	0.0006535	achievement-oriented
63	76	0.0005433	agile
64	105	0.0003174	helpful
65	131	0.0002187	acting like owners
66	121	0.0001113	honorable
67	35	0.0001029	visionary
68	57	0.0000944	collectivist
69	70	0.0000547	passionate for the business
70	102	0.0000319	individual-valuing
71	100	0.0000194	valuing
72	116	0.0000142	compassionate
73	181	0.0000000	customer-valuing
74	180	0.0000000	fast
75	179	0.0000000	clear communication-oriented
76	178	0.0000000	inspiration-oriented

77	177	0.0000000	active
78	176	0.0000000	confident
79	175	0.0000000	disciplined
80	174	0.0000000	communicative
81	173	0.0000000	courageously determined
82	172	0.0000000	polite
83	171	0.0000000	specialized
84	170	0.0000000	success-oriented
85	169	0.0000000	responsive
86	168	0.0000000	personal ownership-oriented
87	167	0.0000000	competent
88	166	0.0000000	supporting freedom of speech
89	165	0.0000000	respectful to employee
90	164	0.0000000	clear
91	163	0.0000000	process-based
92	162	0.0000000	stakeholder experience-oriented
93	161	0.0000000	open to change
94	160	0.0000000	interested in wellness
95	159	0.0000000	proud
96	158	0.0000000	unpolitical
97	157	0.0000000	environmentally sustainable
98	156	0.0000000	high touch product-oriented
99	155	0.0000000	unassumingly leading
100	154	0.0000000	productivity-oriented
101	153	0.0000000	insightful
102	152	0.0000000	committed to get the job done
103	151	0.0000000	financially strong
104	150	0.0000000	learning
105	149	0.0000000	dialogue-oriented
106	148	0.0000000	respectful to dignity
107	147	0.0000000	global teamwork-oriented
108	146	0.0000000	committed to patients
109	145	0.0000000	intensity-oriented
110	144	0.0000000	committed to doing business in the right
way			
111	143	0.0000000	impact-oriented
112	142	0.0000000	having sense of belonging
113	141	0.0000000	knowledge-oriented
114	140	0.0000000	humble
115	139	0.0000000	having golden rule
116	138	0.0000000	competitive
117	137	0.0000000	economic impacts-oriented
118	136	0.0000000	loyal
119	135	0.0000000	having sense of urgency
120	134	0.0000000	neighbors-focused
121	133	0.0000000	customer service-oriented
122	16	0.0000000	quality service-oriented
123	65	0.0000000	single-minded
124	130	0.0000000	globality-oriented

	125	129	0.0000000	dignified
	126	128	0.0000000	learning from challenge
	127	127	0.0000000	employee development-oriented
	128	234	0.0000000	patriot
	129	31	0.0000000	mission-oriented
	130	124	0.0000000	committed to doing business in the best
way	131	123	0.0000000	quality relationships-oriented
	132	122	0.0000000	ownership-oriented
	133	227	0.0000000	mutuality-oriented
	134	240	0.0000000	considerate
	135	119	0.0000000	mutual respect-oriented
	136	118	0.0000000	trusting the individuals
	137	117	0.0000000	meritocratic
	138	58	0.0000000	dedicated to community
	139	115	0.0000000	education-oriented
	140	114	0.0000000	professional development-oriented
	141	28	0.0000000	contributing to life
	142	7	0.0000000	future-oriented
	143	252	0.0000000	autonomic management-oriented
	144	110	0.0000000	client trust-oriented
	145	225	0.0000000	challenge-oriented
	146	54	0.0000000	bold
	147	53	0.0000000	protective
	148	106	0.0000000	relevance-based
	149	52	0.0000000	consumer-focused
	150	104	0.0000000	hardworking
	151	103	0.0000000	concerned about hunger
	152	51	0.0000000	authentic
	153	12	0.0000000	cooperation-oriented
	154	3	0.0000000	accessibility-oriented
	155	99	0.0000000	progressive
	156	98	0.0000000	optimistic
	157	97	0.0000000	appearance-oriented
	158	247	0.0000000	reputation-oriented
	159	95	0.0000000	difference-oriented
	160	47	0.0000000	warrior
	161	93	0.0000000	positive
	162	92	0.0000000	aggressive
	163	11	0.0000000	tenacious
	164	90	0.0000000	devoted to legacy
	165	89	0.0000000	human rights-oriented
	166	88	0.0000000	strategically creative
	167	43	0.0000000	owning
	168	86	0.0000000	individuality-based
	169	42	0.0000000	scientific
	170	84	0.0000000	seeing the big picture
	171	242	0.0000000	reliable
	172	82	0.0000000	free inquiry-oriented

173	40	0.0000000	well-managed
174	80	0.0000000	ingenious
175	79	0.0000000	patient-focused
176	39	0.0000000	interested in healthcare of stakeholders
177	245	0.0000000	adaptable
178	226	0.0000000	corporately responsible
179	75	0.0000000	self-respecting
180	251	0.0000000	independent
181	73	0.0000000	high touch service-oriented
182	72	0.0000000	liable
183	71	0.0000000	hospitable
184	207	0.0000000	culture-oriented
185	69	0.0000000	relationship-oriented
186	34	0.0000000	goodness-oriented
187	33	0.0000000	journalistically decent
188	217	0.0000000	efficient
189	212	0.0000000	long term thinking-oriented
190	248	0.0000000	faithful
191	211	0.0000000	engineering-driven
192	15	0.0000000	devoted to success of clients
193	246	0.0000000	providing individual opportunity
194	216	0.0000000	all-embracing
195	59	0.0000000	client-focused
196	29	0.0000000	expert
197	206	0.0000000	local knowledge-oriented
198	209	0.0000000	associate development-oriented
199	219	0.0000000	dedicated to creating opportunities around
the world			
200	218	0.0000000	stewardship
201	231	0.0000000	challenge-oriented
202	213	0.0000000	listener
203	232	0.0000000	family-oriented
204	222	0.0000000	investment-oriented
205	49	0.0000000	sincere
206	241	0.0000000	engaged with the world
207	243	0.0000000	taking personal ownership
208	23	0.0000000	change-oriented
209	239	0.0000000	curious
210	250	0.0000000	leading in quality
211	244	0.0000000	resourceful
212	233	0.0000000	balanced
213	229	0.0000000	customer expectations-oriented
214	236	0.0000000	skilled
215	224	0.0000000	people development-oriented
216	214	0.0000000	objectives-oriented
217	249	0.0000000	harmonic
218	223	0.0000000	concerned
219	194	0.0000000	unleashing the human capabilities
220	230	0.0000000	product-oriented

221	210	0.0000000	social impacts-oriented
222	201	0.0000000	community-oriented
223	203	0.0000000	honesty
224	197	0.0000000	easy-to-do business with
225	190	0.0000000	conservative
226	198	0.0000000	mutual trust-oriented
227	204	0.0000000	learning from change
228	196	0.0000000	open
229	192	0.0000000	proactive
230	235	0.0000000	united
231	238	0.0000000	citizen
232	237	0.0000000	interdisciplinary
233	220	0.0000000	customer satisfaction-oriented
234	228	0.0000000	compliant
235	205	0.0000000	leading with exceptional ideas
236	221	0.0000000	respectful to rights
237	191	0.0000000	purposeful
238	200	0.0000000	risk taking
239	195	0.0000000	inventive
240	188	0.0000000	loving
241	193	0.0000000	trusting the employee
242	186	0.0000000	supportive
243	208	0.0000000	minimalist
244	215	0.0000000	fun driven
245	199	0.0000000	making things easier
246	189	0.0000000	winning through customers
247	183	0.0000000	motivated
248	184	0.0000000	execution-oriented
249	202	0.0000000	faith-friendly
250	187	0.0000000	spiritual
251	182	0.0000000	consistent
252	185	0.0000000	perspective-oriented

Sum		0.7309323	
-----	--	-----------	--