

Master's Thesis

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**Study of the Principles of Distributive Justice in Entrepreneurial
Teams**



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Abstract

This research is written over the notion of distributive justice which goes to the heart of a common challenge in entrepreneurial team-based ventures, namely, the difficult problem of laying down the principles which specify a «just» distribution of benefits and burdens within a given venture. As Morton Deutsch advanced several hypotheses concerning the conditions which determine the norms which are employed as the basis of distributive justice; equity, equality and need. The first two norms are the focus of this research. The equity norm prescribes that outcome distribution should be proportional to each individual's contribution. In contrast, the equality norm prescribes equal shares for all, irrespective of their individual inputs. Deutsch originally hypothesized that the equity norm will be dominant in cooperative relations, such as in entrepreneurial ventures, in which economic productivity or gain is the primary goal. He further hypothesized that the equality norm will be dominant in cooperative relations in which the fostering or maintenance of enjoyable social relations is the common goal. From this theory into the application of these norms over entrepreneurial team ventures can be complicated. To the best of our knowledge, there is currently no research to date which explicitly addresses these questions. To decide which norm will be the main characteristic of basis of distributive justice over different type of entrepreneurial ventures, a quantitative study has been made with a main instrument of a survey that has collected valuable information about ventures background, the members social relationship and friendship degree, the extent of economical gain and the snapshot of equality or equity balance in these ventures. Study has showed that there is a correlation between the level of friendship the venture founders had in the beginning and the basis of distributive justice they take. As well, the extent of economical gain has a correlation over the level of using equity as the basis of distributive justice.

Foreword

Here I would like to thank Tor Borgar Hansen for his efforts in supervising this research and his contributions of enlighten my way when I was challenged. Also Daniel Leunbach for his help in developing this thesis subject at the first place and his support afterwards.

Secondly, the respondents who has shared some of their valuable time has contributed greatly to this paper and will always be appreciated. Without this many of them, this thesis would not be possible.

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1 Introduction

What determines whether a given outcome distribution is perceived as fair or unfair?

The research on distributive justice seeks to answer this question, but more broadly this research seeks to explain the values and norms that determine how we distribute outcomes (e.g., rewards and punishments) in social collectives (e.g. in society or in an organization).

The notion of distributive justice thus goes to the heart of a common challenge in entrepreneurial team-based ventures, namely, the difficult problem of laying down the principles which specify a “just” distribution of benefits and burdens within a given venture (e.g. the division of stock ownership, working hours or pay).

In 1975, social psychologist Morton Deutsch advanced several hypotheses concerning the conditions which determine the norms (equity, equality or need) which are employed as the basis of distributive justice; the first two norms are the focus of this project.

The equity norm (or rule) prescribes that outcome distribution should be proportional to each individual’s contribution (e.g. time, talent or resources). In contrast, the equality norm prescribes equal shares for all, irrespective of their individual inputs.

Deutsch originally hypothesized that the equity norm will be dominant in cooperative relations (e.g. in entrepreneurial ventures) in which economic productivity or gain is the primary goal. He further hypothesized that the equality norm will be dominant in cooperative relations in which the fostering or maintenance of enjoyable social relations is the common goal.

1.1 Motivation Behind the Study and Research Problem

Up to this date, there is no study that directly addresses in determining which principle of the distributive justice would be the dominant one in entrepreneurial teams with varying extent of economical gain and level of friendship among the founders.

This research will help other researchers who want to work deeper in this field of social psychology in entrepreneurial ventures, also to those who want to dig deeper on the equity distribution, in various formations and characteristics of entrepreneurial teams.

This research can be considered as a first of its kind and is written also with the ambition to contribute to those mentioned above.

1.2 Research Questions

- Is there a connection between the level of social relationship-friendship the founders of an entrepreneurial venture and the way of the distribution of the outcomes, such as equity share, working hours, pay ?
- Is there a connection between the level of friendship and the possibility of picking equality as the basis of distributive justice of outcomes of the venture?
- Is there a connection between the extension of economical gain the founders have and the possibility that they take equity as the basis of distributive justice of outcomes of the venture?

These questions are put in a few scientific hypothesis form after more information is presented and the literature reviewed in the respected sections.

1.3 Thesis Structure

The first section of the thesis, the introduction, gives a brief background of the theoretical background of the study, as well as the motivation and the purpose.

The second section, the literature review, demonstrates deeply and more detailed the theory mentioned earlier and related work done in academics.

The third section, puts a pen on the paper and names the motivation of the research and writes in down into a theoretical suggestion.

The fourth section methodology gives an overview of the research design. It gives an overview of how the data and samples were collected.

The fifth section, data analysis and results and the sixth section conclusion combines the data results into comparing how the suggested hypothesis were met, if so.

2 Literature Review

To understand and demonstrate the concept of distributive justice, equality, equity, entrepreneurial team formations, equity allocation, team-based demographics, social relationships on pre formation of entrepreneurial teams, I have split the literature review into several parts and sub-parts. There is no directly related paper or research up to date as far as we know about the topic of this paper, however, all the parts split below, has been thoroughly developed and researched by many academics.

2.1 Distributive Justice

Principles of distributive justice are best thought of as providing moral guidance for the political processes and structures that affect the distribution of economic benefits and burdens in societies (Lamont, Julian and Favor, Christi 2013). It is also phrased as a socially just allocation of goods in a society. In which this society can be described as guided by the principles of distributive justice if incidental inequalities in outcome do not arise. The concept on theory provides the distribution of available goods to the members of the society, in general terms, and the resulting allocation of them.

A major point in comparing with just process, distributive justice deals on outcomes, whereas the just process deals with the administration of law.

In Social Psychology, Distributive Justice is defined as perceived fairness of how rewards and costs are shared by or distributed across group members (Forsyth, D. R. 2006). For example, when workers of the same job are paid different salaries, group members may feel that distributive justice has not occurred. To determine whether distributive justice has taken place, individuals often turn to the distributive norms of their group. (Forsyth, D. R. 2006). If rewards and costs are allocated according to the designated distributive norms of the group, distributive justice has occurred (Deutsch, M. 1975).

2.2 Basis of Distributive Justice

2.2.1 The Natural Values of Justice

The distributive values operative in a just world will and should depend upon circumstances and under some conditions distributing rewards according to individual need will be more just, and under other conditions allocating in terms of individual productivity will be more so (Deutsch, M. 1975). Similarly the use of group quotas may be viewed as an unjust practice when it is used to exclude and thus to discriminate against members of disadvantaged groups, but considered a desirable practice when used to include and to prevent continued discrimination against a group that has been previously subjected to bias (Deutsch, M. 1975).

According to Deutsch, there are undoubtedly some minimal conditions of individual well-being and human dignity which are necessary to sustain continued cooperative participation in a group's activities and vice versa. An individual can survive physically with a certain minimum of food and shelter but, perhaps not psychologically if that minimum is below the socially defined level of livability. Similarly the minimum standard of human dignity and for the will to live competently are both absolute and relative: An individual can tolerate only a certain degree of inconsistency, rejection, isolation, abuse or terror from his group before he no longer be willing or competent to cooperate; his threshold of tolerance for such practices will undoubtedly decrease if he sees that others are not treated similarly.

2.2.2 Cooperation and Justice

The justice concept aforementioned provides the allocation of goods and values in the society. The essential values of justice are those values which foster effective social cooperation to promote individual well-being. It is evident that particular socio-historical circumstances will play a role in determining the individual and social effectiveness of the many alternative, possible values which could be employed as a

basis for the distribution of benefits and harms (Deutsch, M. 1975).

As we study justice here, there is also an opposite feeling of justice, the injustice comes surface. According to Deutsch, the sense of injustice can aroused in relation to the values underlying the distribution of benefits and harms, the rules by which the values are operationalized, the implementation of the rules, or the procedures for determining which values, rules or practices shall be employed and thus the scope of applicability of ones concept of justice is determined by the scope of ones perceived community. And again according to Deutsch all these information and considerations inevitably delivers a question: What conditions determine which values will be employed as the basis of justice?

2.2.3 Determinants of the Value Base

Lerner (1974) indicates that there are variety of principles or values that can be used as a basis for distributing outcomes, and states a number of hypothesis about the conditions which give rise to the different values. Deutsch proposes the following implications:

In cooperative relations in which the economical productivity is a primary goal, equity rather than equality or need will be the dominant principle of distributive justice.

In cooperative relations in which the fostering or maintenance or enjoyable social relations is the common goal, equality will be the dominant principle of distributive justice.

In cooperative relations in which the fostering of personal development and personal

welfare is the common goal, need will be the dominant principle of distributive justice.

However, the third proposition: the need concept will be outside the scope of this paper.

Deutsch continues that the rational allocation of resources to achieve the desired ends, given a condition of scarcity such that not all desired ends can be achieved by the available means, results in a competition among ends for the available limited means.

In a cooperative system which is trying to maximize production, the end which can produce the highest return from the use of a given means should be assigned that means (Deutsch, M. 1975). By similar reasoning one could deduce that a person who can more effectively utilize a given scarce resource as a means of production than another person should have greater claim to its use and assigning scarce resources of production to those mostly able to use them is likely to result in the largest production and is socially equitable in the sense that those who receive the largest input of resources from a cooperative system should be the ones who produce the largest amount for that system (Deutsch, M. 1975).

People will be hesitant to make higher contributions if they are not allowed to look forward to higher outcomes. The assumption underlying the customary formulation is that people will be unwilling to make relatively high inputs unless they can look forward to relatively high individual outcomes (Deutsch, M. 1975).

The equality basis, gets in the play here, according to Deutsch (1975), many ethical systems would not consider it fair for someone to be given a relatively greater or smaller reward simply because he possesses resources for contributing to the group's

productivity. Such systems assume that it is the obligation of all members to contribute as fully as they can and if they do so they are all entitled to equal shares or to shares that are proportionate to their needs.

This mentioned theory suggests that if a cooperative system is oriented toward increasing its economical productivity, its rational tendency will be to allocate its economical functions and goods (resources, roles, and means of production) to those most able to use them effectively, but to allocate its rewards (consumer goods) according to need or equality (if more than a bare necessity is available). However it is also suggested that inherent pathologies in the extension of economic values throughout a society or in the temptation to accumulate personal power may give rise to an equity principle which allocates rewards, prestige, and power as well as economic functions and goods to those who appear to contribute the most to the group.

In cooperative relations in which the fostering or maintenance of enjoyable social relations is a primary emphasis, equality will be the dominant principle of distributive justice.

Another Deutsch (1975) theory above can also be summarized as; in order to enable an enjoyable social relation exist, the society should respect each other and esteem within the group. And if the primary purpose of the relationship is its intrinsic enjoyment, then mutual esteem is a necessary condition for its survival.

Allocation according to the principle of equity tends to be disruptive of social relations because it undermines the bases for mutual respect and self respect necessary for enjoyment of such relations. It does this by signifying that the different participants in the relationship do not have the same value (Deutsch, M. 1975).

2.3 Diversity in Entrepreneurial Teams

As the concept of entrepreneurial team building is on focus, I wanted to mention a few lines about them too, whether or not formation of a team, their diversity and sizes matter. I made a literature scan of any possible connection between measuring the social relationship level of entrepreneurial team mates and team effectiveness in comparison with team diversity and team effectiveness. In very general scale and means; team effectiveness correlates oppositely with team size and age heterogeneity and directly positively with team commitment and team-level cognitive comprehensiveness meanwhile, team commitment and team-level cognitive comprehensiveness also are significantly correlated according to a research by Sanjib Chowdurry (2005).

Results show that team-level cognitive comprehensiveness and team commitment produced significant positive influence on entrepreneurial team effectiveness, however, demographic heterogeneity variables did not significantly influence team effectiveness (Chowdurry 2005). From this research it can be seen that demographic diversity variables do not directly correlates with team effectiveness.

These results from the aforementioned research (Chowdurry 2005) indicate that diversity in terms of gender, age and functional background did not contribute either to the breadth of cognitive comprehensiveness or to the commitment of an entrepreneurial team, in which the comprehensiveness or to the commitment of the team can also be interpreted as factors affecting the performance, thus the results of the economical gain of entrepreneurial teams. Which leaves out the social relationship among entrepreneurial team members aside, as a determinant to be looked up.

2.4 Entrepreneurial Teams

It is also necessary and helpful to mention a little about why the focus subject here are teams, not individuals, and therefore the distributive justice is a point of interest. As we previously studied, the distributive justice concept is applicable to societies, teams and etc., not of interest of individuals. The first constraint to the scope of the firms studied here was that they needed to be consisting of more than one individual.

Another aspect is that many empirical studies already documents that firms founded by teams are on average more successful than those founded by individuals (Cooper and Bruno, 1977; Mayer et al., 1989; Bird, 1989; Timmons, 1990; Kamm et al., 1990; Vyakarnam et al., 1997). In order to study the principle of distributive justice, teams must be taken into consideration, which are also more successful than individuals on average as mentioned before.

There are disadvantages of teams surely. They carry the potential of inefficient communication, complex long lasting decision processes and personal conflicts (Lechler 2001). Dysfunctions, like group losses, social loafing, group think, risk-shifting also demonstrated in the research literature about teams (Latané et al., 1979; Janis and Mann, 1977; Janis, 1982). Why should they not exist in entrepreneurial teams? (Lechler 2001)

According to the common literature (Alderfeld, 1987; Hackman, 1987; Wiendieck, 1992; Guzzo and Shea, 1992), Hoegl (1998) defines a team as “a social system of three or more people, which is embedded in an organization (context), whose members perceive themselves as such and are perceived as members by others (identity), and who collaborate on a common task (teamwork).” However the number of members of the team is an arguable term, one can also claim two people can make a team, instead of minimum of three. An entrepreneurial team is defined (Vyakarnam et al. 1997) as “the ‘top team’ of individuals who is responsible for the establishment and management of the business” whereas another (Watson et al. 1995) go further, including the financial interest of the team members and the minimal size in their

definition: “A venture team is two or more individuals who jointly establish and actively participate in a business in which they have an equity (financial) interest” (also Cooney and Bygrave, 1997). In addition Kamm et al. (1990) complete the characteristics of the team description with the number of team members and that the team members are present during the pre-start-up phase and that they hold equity in the firm.

Another aspect of entrepreneurial teams is the components. According to Lechler (2001) the components of social interaction within entrepreneurial teams are:

(1) Communication: The communication within a team provides the means for information exchange among team members (Pinto and Pinto, 1990). The quality of communication depends on frequency, formalization, structure and openness of the information exchange (Hoegl, 1998).

(2) Cohesion: Group or team cohesion describes the degree to which team members desire to remain in the team. Mullen and Copper (1994) explain three pivotal aspects of cohesion: interpersonal attraction of team members, commitment to the team task and group pride/team spirit. Several authors agree that it is unlikely to achieve high team performance without an adequate level of team cohesion (Hoegl, 1998; Mullen and Copper, 1994; Guzzo and Shea 1992; Helfert, 1998).

(3) Work norms: Norms are defined as shared expectations within a team regarding the behavior of team members (Levine and Moreland, 1990; Goodman et al., 1987). Norms regarding effort of team members are particularly important for successful teamwork.

(4) Mutual support: Mutual support is considered essential for teamwork (Tjosvold, 1995). The collaboration of the team members depends on cooperation rather than competition (Hoegl, 1998).

(5) Coordination: Within the process of the task fulfillment many activities are

delegated within the team. Mostly the members are working parallel on different subtasks. These contributions have to be harmonized and synchronized by defining time frames, budget lines and deliverables. The way in which the team is controlling these activities influences the quality of social interaction.

2.5 Division of Founder Equity Shares

The division of founder equity is a major part of this research. As the study is designed to take founder shares into consideration, in relation to the just feelings of the entrepreneurial team members to the equity they hold. There is no research made up to today which is based on the division of founder equity shares in cooperation with how social relationship and economical gain extent resembles. However, a recent research by Hellmann and Wasserman, 2011 have studied the division of founder shares in entrepreneurial ventures, focusing on the decision of whether or not to divide the shares equally among all founders. And if so, what characteristics played an important role, what characteristics involved or affected the outcome. However, these characteristics do not involve friendship degree or economical gain extent of the entrepreneurial team but the characteristics given are a strong indication on the importance of the topic of this master's thesis and a helpful source to help understand some of the concepts that will be used in the research design.

Hellman et al. 2011 suggest that a simple solution to division of equity is to value all members equally; this avoids making value judgments and requires minimal negotiation, however, an equal split of founder equity may not always be appropriate, for some founders may feel like there are contributing relatively more and thus expect to receive more shares.

Hellman et al. 2011 develops a simple theoretical model of the central issues involved in founder equity splits. This model includes negotiation frictions, based on the cost of

valuing relative differences. It generates three sets of empirical predictions: (i) larger teams and teams with more heterogeneous founders are less likely to agree on an equal split; (ii) the same founder characteristics whose team-level heterogeneity predicts fewer equal splits, also affect individual share allocations in case of unequal splitting; and (iii) equal splitting is associated with lower valuations.

The theory by Hellman et al. 2011 suggests that larger teams are less likely to split the equity equally. Also the theory suggests that equal splitting is less likely when there is more heterogeneity within the founding team. Data used in their research includes years of work experience, prior founding experience (a.k.a. serial entrepreneurs), whether they contributed to the founding idea, and capital invested in the venture. They find that greater team heterogeneity in entrepreneurial experience, idea generation and capital contributions predict a lower probability of equal splitting. The theory also claims more equal splitting when negotiation costs are high. In the research the negotiation costs are explained as not only in terms of direct cost (time and resources spent on negotiating) but mostly in terms of indirect costs, especially in terms of social barriers to evaluating differences. This social-cost interpretation is supported by a finding that teams where founders are related through family are more likely to do an equal split. Teams with more experienced founders are also less likely to split the equity equally.

Research also finds that prior entrepreneurial experience, contributing to the founding idea and investing capital are all associated with higher share premia, a term which is described by Hellman et al. 2011 as: $\text{share premium} = \text{equity share} - (1/N)$, where N is the number of founders in the venture.

Hellman et al. 2011 finds a negative relationship between equal splitting and the pre-money valuation at the time of a first round of outside financing. Hellman et al. 2011 continues that in that case a team's refusal to negotiate an unequal split may reveal an

underlying weakness, a lack of entrepreneurial negotiation skills.

The speed of the entrepreneurial team to negotiate its division of equity shares are also studied in this research and stated that out of the respected sample of that research 47 % of all teams report that they agreed on an equity split within a day or less. Hellman et al. 2011 theoretical model suggests that quick negotiations are associated with equal splitting.

Hellman et al. 2011 considers the possibility that some teams have a distinct preference for equal splitting and suggests that this could be because of a desire to balance control rights, especially avoiding one founder's obtaining a majority of shares or it could be that founders have 'other-regarding' preferences that value equality by itself.

Hellman et al. 2011 extends the model to allow for optimistic founders who have biased beliefs about their value contribution and continues that a recent literature argues that entrepreneurs are optimists (Puri et al., 2007).

The following are the summary of the empirical implications by Hellman et al. 2011 briefly:

- Larger teams have a lower probability of equal splitting.
- If there are team-specific covariates that are positively related to the evaluation costs, then higher values of evaluation costs are associated with a higher probability of equal splitting.
- The greater the heterogeneity in team, the lower the probability of equal splitting.

- If the heterogeneity in team lowers the probability of equal splitting, then it also affects the individual share premium, and vice versa.
- Equal splitting is associated with lower valuations because of a “stakes effect” where teams that expect a higher valuation have stronger reasons to negotiate an unequal split; and because of a “negotiator” effect where k is a decreasing function of team quality μ , so that an equal split becomes a sign of lower team quality.
- If an equal split emerges from a quick negotiation it is associated with a lower valuation than if it emerges from a lengthy negotiation process.

2.6 Theory Development

After the light of the the defined problem in the introduction section, and the research question which wasn't answered as of now in any literature, two hypotheses of great relevance to the field of entrepreneurship can be drawn from Deutsch's original work and the literature reviewed in the previous sections. That is:

***H1:** The greater the degree of friendship that exists within the entrepreneurial team the more likely they are to use equality as the principle of distributive justice*

***H2:** The greater the extent to which economic gain is the primary goal of the entrepreneurial team the more likely they are to use equity as the principle of distributive justice*

This is research will focus and try to get answers to these two hypotheses.

3 Methodology

The literature review was a very essential part of this research to help learn the concepts, terms, purpose and the outcome. Since the suggested theories do not exist in any previous research the way it is defined in this master's thesis, more than just the literature review was required. A quantitative methodology was incorporated for this purpose in this paper. The distributive justice concept review, its determinants, alongside with some background knowledge and review of entrepreneurial team formations and importance of diversity of members, the extent of economical gain motivation and finally friendship degree were all blended and put into a survey to test the hypothesis suggested earlier in this master's thesis. In order to thoroughly fulfill and test the hypothesis, some indicators were crucial. These indicators were determined from the survey. This methodology thus applied triangulation approach to this study.

3.1 Research Design

3.1.1 Research Study

Because there is no earlier work to follow or refer to, this research is an exploratory research. Likewise since there is no published research, it is also a viable design of research.

3.1.2 Nature of Research Design

1. Constructing the research variables and phrasing the survey questions.
2. Analysis: The interpretations from the responses of the surveys followed by a comprehensive analysis of the indexes.
3. And the processes before are followed by a quantitative methodology.

3.1.3 Type of Research Design

A quantitative survey study was the main instrument of this master's thesis. Since it is believed to be more feasible and efficient of time and money. Since the survey was constructed in a comprehensive way, it was not very easy to find respondents, however, the depth of the information obtained was plenty, at the same time it was suitable for collecting information from many samples, as it would be not possible in a case study work.

3.1.4 Testing the Quality of Research

1. Reliability

A very strong database of very trustable-and official- source were used for the pool of companies contacted. The responses were added to the appendix section in an easy to follow approach. However, as the information obtained contained personal opinions of respondents of their own teammates, with the fact that most are not even able to attend without anonymity provided due to their NDA guidelines, the survey respondents names are not saved. It was taken only for a tracking purpose of the researcher, which at some point were also removed, because of the abandoned survey filling candidates with the lack of anonymity.

2. Content Validity

Face validity can not be proved due to the reasons given in the previous section. However sampling validity can be made by following the various companies-respondents from different sectors, different ages of companies and different economical instruments. A very non-specific pool of companies were taken from the database. Because of this reason, the content and the implications can be generalized.

3. Construct Validity

The questions used in the survey are constructed using the most suitable techniques in the literature and classes covered in previous times. The questions are party taken from similar big scale research in relevant and closer fields.

3.2 Quantitative Data

An online and paper survey was used in this research. Most of the respondents were able to fill in an online survey, however, some were convinced to answer on phone. The survey was built on SurveyMonkey.com, with two different path. The respondents who had a prior knowledge of their entrepreneurial teammates, have gone through a different path of questions than the rest. Because of the interactive abilities of SurveyMonkey.com this was possible. All the questions except their company name were required to fill and there was a total of four sections: general info, whether or not they had prior knowledge of each other, their friendship level with extent of economical gain and the last part of the determining the principle of distributive justice in their venture.

3.3 Sample Collection

In order to get answers that represents a bigger population and eliminate systematic error, and indeed provide a reliable access to a pool of companies, a database by Profforvalt was used. Profforvalt, which mines the Brønnøysund registers, is organized as an administrative agency under the Ministry of Trade and Industry in Norway. Brønnøysund also administers registers for several other ministries.

Another thanks to Tor Borgar Hansen, after an access to this database was provided, first of all companies were filtered out with suitability to this research. In order to test equity shares, the companies were picked among those;

- That created a positive balance and dividend in the year of 2011

- Employ less than 20 personnel
- Founded between the beginning of the year 2008 and now

With the criteria above, Profforvalt has returned the contact persons and names of approximately 2000 companies based in Norway and approximately half has been eliminated due to being companies owned by an individual rather than a partnership. In order to determine whether or not it is a partnership, the actual equity distribution of the companies was necessary and since the actual equity data wasn't provided in Profforvalt, this was confirmed by the equity data acquired by Purehelp.no organization info search, which needed the input of the organization number of that particular company which was found from Profforvalt.

3.4 Survey Design

In order to test the hypotheses constructed previously, a survey with four different variables—friendship degree, extent of economical gain, equality and equity as principles of distributive justice—was needed. The degree of friendship, the extent of economical gain motivation of the company, the level of equality as a value of distributive justice and lastly and the status of equity as a value of distributive justice.

In order to filter out the companies which the shareholders did not know each other or has no sort of social relationship, from the rest, and to not ask irrelevant questions to this two group, the survey was built interactively. Those who have stated to have at least some degree of friendship at the very beginning were asked questions different than those who stated that they did not know each other socially at the beginning. Therefore the survey were 3 parts for everyone, the first part and last part being common for all, but the second part, where the friendship degree and the degree of economical gain as motivation during the foundation period were respondent-type specific.

In order to minimize error, or misunderstanding of questions and thus get an unintentional answer, some control questions were used and repetitive answers to some crucial factors were gained. Also, partly because of the evolution of the thesis subject and scope over time, and mostly because to understand the companies better and eliminate irrelevant respondents to have a better representative sample, some questions were only used during the evaluation stage and not taken into consideration over the analysis.

Section	Survey Questions
General Information (Common)	Your company's field of activity / industry
	How old is your company?
	How many people does the board of executives or founders of the company consist of ?
	Do you rate your company as a start-up?
	Do you rate your company as at a profit making stage?
	Did you have a personal knowledge of your Entrepreneurial team mates prior to the foundation of your company ?
To those who had prior personal knowledge of each other	In what extent can you rate this friendship in regards to knowing each other prior to the foundation of your company?
	Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?
	Did you know any of your teammates when you were a student in high school or college ?
	Roughly, how many hours do you spend time together in a week outside work ?
	Do you spend time in weekends together with your colleagues for out-of-work purposes?
	Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?
	Would you describe your friendship with colleagues as beyond professional life ?
	In what extent can you rate this friendship in regards to knowing each other as of now?
	If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)
To those who didn't have personal knowledge of each other prior to foundation	Can you say your team is solely based and built on professional needs and capacity?
	Do you have a personal knowledge of your Entrepreneurial team mates at the moment ?
	Do you think you have a different level of friendship such as a out-of-work friendship at the moment ?
	Do you think your personal knowledge and social life together has developed since the foundation?

	Can you say you only have a limited friendship with them in a level of just a professional life?
	Roughly, how many hours do you spend time together in a week outside work ?
	Do you spend time in weekends together with your colleagues for out-of-work purposes?
	Would you describe your friendship with colleagues as more of a professional one with a moderate or no out-of-work interaction ?
	Would you describe your friendship with colleagues as beyond professional life ?
	In what extent can you rate this friendship in regards to knowing each other as of now?
	Prior to founding your company, did you plan to have a team based on economical gain or a team based on friendship?
	Can you say in your company professional expertise and capacity was the only measure in forming the team ?
	Can you say friendship was a big factor in forming this team?
	Can you say in your team friendship comes / came before economical gain ?
	Did you and your teammates formed the team before your founded the company?
	Can you say members of the team was formed over the time with changes ?
	Was more like a meeting of people with a friendship level of moderate or low to found a profitable company?
Determining the value of the distributive justice; equality or equity (Common)	Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?
	Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?
	Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?
	Can you say different people contribute differently but all gets equal shares?
	Can you say everyone contribute equally?
	Would you say your teammates and you get equal shares or as much as you contribute ?
	Have you ever come to a point that you need to discuss the amount of income or share

	each member gets in return to their input of work or contribution?
	Have you decided on shares of the company in the beginning of foundation or you made changes over time?
	Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?
	Can you say that in your company shares are distributed equally and that's fair?
	In your company are the shares not distributed equally and that's fair because of the varying individual input?
	Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?
	Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?

Table 1: Survey sections and questions.

3.5 Data Collection

After all relevant companies where listed and those do not qualify were filtered out, the contact persons of each company were contacted mainly by phone and/or occasionally by email in order to get surveys filled. Phone numbers and email addresses were more than 90% of the time provided by Profforvalt database, or sometimes by the websites of the companies in such cases as phone number was not found or did not respond or outdated.

Most respondents agreed to receive an email containing a brief description of the research and access link to the online survey that was created on SurveyMonkey.com. A sample of the survey layout, can be found on the appendix section. Rarely some respondents agreed to answer the questions on phone and were done so by asking questions in sequence and recording the data on a paper or directly entered to survey database by researched manually.

However, a major research difficulty was that because of complaints over the lack of time they have, many has declined to fill out the survey, or mainly asked to receive the email about it and never filled out. The number of respondents has relatively increased when the company name was taken out of the survey questions, since some also complained that due to the sensitivity of the data they are asked to submit, it was against their company's NDA guidelines. As a summary, return rate of a successful survey was about less than 15%. As a total number of respondents, 92 has completed the survey and has been added to the consideration and analysis.

4 Data Analysis and Results

4.1 Assumptions

To make the statistical study, the survey results needed to be put in numerical values and then combined to form an index. To do this, each question that belongs to measuring a particular index were weighed according to the importance and relevance to the respected index and then given representative value or w and coefficient values of w .

The weighing process is made manually after interpreting the survey responses. Such as; most of the respondents who answered their friendship level as «Extremely Familiar», and who spend more than «None» of their out-of-work time with their friends and finally who defined their friendship level as «Best», «Very good» or «Good» can really be defined as good or best friends in social terms. Therefore, the weighing is done so that the majority of respondents who answered the questions in this pattern will get higher friendship score-index than others. This has been done by filtering the results in survey with the answers above and seeing what the rest looks like and then making an optimization in MS Excel to get these weighing coefficients.

Likewise, there's been a manual interpretation done to see the weighing of other sections. However, in these sections, there are certain questions which directly ask the level of variable we are trying to measure. For example, if the main purpose of the collaboration was economical gain. So the weighing has been defined as 75% and the other two questions which are more control questions to add/subtract the sum, they been equally divided to the half of a quarter.

Similarly, If they actually feel «just» about how the outcome is distributed, for example if they shares are distributed not equally and if that's fair. Since these

questions are directly taking an answer to the variable been measured, and since they are equally important in determining the equity/equality indexes, they been set equally weighed.

In the tables below, 4 indexes needed for completing the statistical survey and how they are calculated are given.

Section	Survey Questions	Weight of answers over calculating friendship index	
To those who had prior personal knowledge of each other	In what extent can you rate this friendship in regards to knowing each other prior to the foundation of your company?	Extremely familiar	20w
		Very familiar	15w
		Familiar	10w
		Not familiar	5w
		Completely unknown	
	Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?	Yes	w
		No	
	Did you know any of your teammates when you were a student in high school or college ?	Yes	w
		No	
	Roughly, how many hours do you spend time together in a week outside work ?	None	
		Less than a few hours	5w
		3-10 Hours	10w
		More than 10 hours	15w
		All the time	20w
	Do you spend time in weekends together with your colleagues for out-of-work purposes?	Yes	w
		No	
	Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?	Yes	
		No	w
	Would you describe your friendship with colleagues as beyond professional life ?	Yes	w
		No	
	In what extent can you rate this friendship in regards to knowing each other as of now?	Best friends	5w
Very good friends		3.75w	
Friends		2.5w	

Section	Survey Questions	Weight of answers over calculating friendship index	
		Limited friendship	1.25w
		No friendship	
		If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)	Yes
		No	

Table 2: The questions and their weights over calculating the index of friendship

Section	Survey Questions	Weight of answers over calculating extent of economical gain	
To those who had prior personal knowledge of each other	Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?	Yes	w
		No	
	Would you describe your friendship with colleagues as beyond professional life ?	Yes	
		No	w
	If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)	Yes	
		No	6w

Table 3: The questions and their weights over calculating the index of extent of economical gain for those who had personal knowledge of the entrepreneurial team mates.

Section	Survey Questions	Weight of answers over calculating extent of economical gain	
To those who didn't have personal knowledge of each other prior to foundation	Can you say your team is solely based and built on professional needs and capacity?	Yes	w
		No	
	Prior to founding your company, did you plan to have a team based on economical gain or a team based on friendship?	Yes	w
		No	
	Can you say in your company professional expertise and capacity was the only measure in forming the team ?	Yes	w
		No	
	Can you say friendship was a big factor in forming this team?	Yes	
		No	w
	Can you say in your team friendship comes / came before economical gain ?	Yes	
		No	w
	Was more like a meeting of people with a friendship level of moderate or low to found a profitable company?	Yes	w
		No	

Table 4: The questions and their weights over calculating the index of extent of economical gain for those who did not have personal knowledge of the entrepreneurial team mates.

Section	Survey Questions	Weight of answers over calculating the value of equality as basis of distributive justice	
Determining the value of the distributive justice; equality or equity (Common)	Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?	Yes	w
		No	
	Can you say different people contribute differently but all gets equal shares?	Yes	w
		No	
	Would you say your teammates and you get equal shares or as much as you contribute ?	Equal	w
		Different	
	Can you say that in your company shares are distributed equally and that's fair?	Yes, equal and fair	w
		No, it's equal but not fair	
		Other	
	Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?	Yes ,different contribution but equal shares	w
		No, different contribution, not equal shares	
		Other	
	Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?	Yes	w
		No	

Table 5: The questions and their weights over calculating the index of the value of equality as basis of distributive justice.

Section	Survey Questions	Weight of answers over calculating the value of equity as basis of distributive justice	
Determining the value of the distributive justice; equality or equity (Common)	Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?	Yes	w
		No	
	Would you say your teammates and you get equal shares or as much as you contribute ?	Equal	w
		Different	
	Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?	Yes	
		No	w
	In your company are the shares not distributed equally and that's fair because of the varying individual input?	Yes, not equal and that's fair	w
		No, not equal and it's not fair	
		Other	

Table 6: The questions and their weights over calculating the index of the value of equity as basis of distributive justice.

Using the methods mentioned previously, measuring of each index for each respondent are given in table 7. The values closer to 100 are the respondents who carry the highest characteristics of the index. Such as friendship index being 100 means that particular respondent has answered the questions best possible ways to get that score, in the formulation described earlier.

Extension of economical gain has also identical scale, 100 being the highest and strongest purpose of economical gain and 0 being the weakest. Another interesting but expectable result is that friendship and extent of economical gain has somewhat opposite trends, no surprise, these two indexes go different directions in most cases.

Equity and Equality indexes having the same 100 scale means the higher the score is, the higher chance these respondents take that particular principle as the basis of their understanding of distributive justice. The higher equity index very likely means a higher chance that equity is taken and the main principle of distributive justice. All the same applies for equality.

Equity and Equality indexes are being defined as an alternative principles of distributive justice. Which makes two out of three of entire alternatives, since the third one need is outside the scope of the research. Because of this, it is also not surprising to see that there is an indirect relationship between equity and equality indexes.

About the occurrences of 0-zero- in the index computations, it is clear that someone who answers as «completely unknown» to their acquaintance, and «none» to their friendship level, will get absolutely zero to that index. As they, in real means, hold no characteristic of a friendship with their entrepreneurial venture team.

Respondent ID	Friendship Index	Extension of the economical gain goal index	Equality index	Equity index	RespondentID	Friendship Index	Extension of the economical gain goal index	Equality index	Equity index
1	56	75	0	75	47	0	100	0	75
2	24	100	0	100	48	23	100	50	25
3	36	88	50	0	49	86	0	0	100
4	87	0	67	0	50	0	100	17	100
5	62	75	100	0	51	27	100	0	100
6	49	75	0	100	52	94	0	83	50
7	27	100	50	25	53	46	88	0	100
8	0	100	0	100	54	0	100	50	25
9	92	0	100	0	55	99	0	83	25
10	29	100	50	25	56	0	100	50	25
11	30	100	0	100	57	30	100	50	25
12	46	75	0	100	58	40	100	0	0
13	75	0	67	0	59	46	88	50	50
14	57	75	0	100	60	30	100	0	100
15	0	100	0	100	61	0	100	50	25
16	30	100	0	100	62	54	75	67	25
17	25	100	50	25	63	94	0	67	25
18	0	83	0	100	64	0	100	67	0
19	0	100	0	75	65	0	100	67	25
20	100	0	67	25	66	61	75	67	0
21	98	0	67	25	67	19	100	0	100
22	51	75	33	50	68	39	88	17	100
23	51	75	50	25	69	87	13	67	25
24	63	75	0	100	70	24	100	67	25
25	0	100	0	100	71	30	100	0	100
26	35	100	50	25	72	64	88	67	0
27	18	100	50	25	73	13	100	17	100
28	86	0	83	25	74	19	100	0	100
29	0	100	0	100	75	86	0	67	25

30	30	100	0	100	76	18	100	0	100
31	44	75	0	100	77	51	75	0	100
32	18	100	0	100	78	0	83	67	25
33	0	100	0	100	79	0	100	0	100
34	35	100	0	100	80	100	0	67	25
35	80	0	50	25	81	0	83	0	100
36	0	100	0	100	82	98	0	0	100
37	45	75	67	25	83	76	0	67	25
38	99	0	67	0	84	50	75	67	0
39	33	88	0	100	85	0	100	0	100
40	86	0	0	100	86	37	88	0	100
41	100	0	67	0	87	93	0	67	25
42	0	100	50	0	88	0	66	33	50
43	0	100	0	100	89	98	0	17	50
44	24	100	0	100	90	57	75	67	0
45	46	100	33	25	91	19	100	17	100
46	24	100	0	100	92	0	66	17	75

Table 7: Interpreted index values of each respondent

4.2 Statistical Test

A correlation test is made to test the correlation between the indexes interpreted from the survey. The statistical software used for the correlation was SPSS by IBM.

According to the table below-SPSS descriptive statistics; Pearson correlation output-, it can be said that there is a significant statistical correlation between the degree of friendship and equality index. The same can also be said that there is a correlation between extension of the economical gain and equity index.

Correlations					
		Friendship	Extension of the economical gain goal	Equality Index	Equity Index
Friendship	Pearson Correlation	1	-,876**	,474**	-,391**
	Sig. (2-tailed)		,000	,000	,000
	N	92	92	92	92
Extension of the Economical Gain Goal Index	Pearson Correlation	-,876**	1	-,485**	,368**
	Sig. (2-tailed)	,000		,000	,000
	N	92	92	92	92
Equality Index	Pearson Correlation	,474**	-,485**	1	-,902**
	Sig. (2-tailed)	,000	,000		,000
	N	92	92	92	92
Equity Index	Pearson Correlation	-,391**	,368**	-,902**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	92	92	92	92

Table 8: The descriptive statistics of the correlation between the indexes.

5 Conclusion

As given in the previous section, the correlation between the friendship index and equality, and the correlation between the economical gain extent index and equity index, is statistically significant at the level of 0.05 with the Pearson correlation values of 0.474 and 0.368 respectively.

From the light of the descriptive statistics given in the previous section and in this part we can say that there is a correlation between these two index sets.

As we previously suggested two hypotheses:

***H1:** The greater the degree of friendship that exists within the entrepreneurial team the more likely they are to use equality as the principle of distributive justice*

***H2:** The greater the extent to which economic gain is the primary goal of the entrepreneurial team the more likely they are to use equity as the principle of distributive justice*

Now we have enough statistical proof to retain both hypotheses.

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Appendix

Survey Snapshots

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

1. Your company's or your name (So that the researcher know who filled this survey)

***2. Your company's field of activity / industry**

***3. How old is your company?**

Less than a year

Between 1-2 years

Between 2-3 years

Between 3-4 years

Between 4-5 years

Between 5-10 years

More than 10 years

***4. How many people does the board of executives or founders of the company consist of ?**

1

2

3

4

5

More than 5

***5. Do you rate your company as a start-up?**

Yes

No

Not sure

***6. Do you rate your company as at a profit making stage?**

Yes

No

Unsure

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***7. Did you have a personal knowledge of your Entrepreneurial team mates prior to the foundation of your company ?**

Yes

No

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***8. In what extend can you rate this friendship in regards to knowing each other prior to the foundation of your company?**

- Extremely familiar
 Very familiar
 Familiar
 Not familiar
 Completely unknown

***9. Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?**

- Yes
 No

***10. Did you know any of your teammates when you were a student in high school or college ?**

- Yes
 No

***11. Roughly, how many hours do you spend time together in a week outside work ?**

- None
 Less than a few hours
 3-10 Hours
 More than 10 hours
 All the time

***12. Do you spend time in weekends together with your colleagues for out-of-work purposes?**

- Yes
 No

***13. Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?**

- Yes
 No

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***14. Would you describe your friendship with colleagues as beyond professional life ?**

- Yes
 No

***15. In what extend can you rate this friendship in regards to knowing each other as of now?**

- Best friends
 Very good friends
 Friends
 Limited friendship
 No friendship

***16. If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)**

- Yes (Friendship first)
 No (Economical gain)

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***17. Can you say your team is solely based and built on professional needs and capacity?**

- Yes
 No

18. Do you have a personal knowledge of your Entrepreneurial team mates at the moment ?

- Yes
 No

***19. Do you think you have a different level of friendship such as a out-of-work friendship at the moment ?**

- Yes
 No

***20. Do you think your personal knowledge and social life together has developed since the foundation?**

- Yes
 No

***21. Can you say you only have a limited friendship with them in a level of just a professional life?**

- Yes
 No

***22. Roughly, how many hours do you spend time together in a week outside work ?**

- None
 A few hours
 3-10 hours
 More than 10 hours
 All the time

***23. Do you spend time in weekends together with your colleagues for out-of-work purposes?**

- Yes
 No

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***24. Would you describe your friendship with colleagues as more of a professional one with a moderate or no out-of-work interaction ?**

- Yes
 No

***25. Would you describe your friendship with colleagues as beyond professional life ?**

- Yes
 No

***26. In what extend can you rate this friendship in regards to knowing each other as of now?**

- Best friends
 Very good friends
 Friends
 Limited friendship
 No friendship

***27. Prior to founding your company, did you plan to have a team based on economical gain or a team based on friendship?**

- Economical gain
 Friendship
 Unsure

***28. Can you say in your company professional expertise and capacity was the only measure in forming the team ?**

- Yes
 No

***29. Can you say friendship was a big factor in forming this team?**

- Yes
 No

***30. Can you say in your team friendship comes / came before economical gain ?**

- Yes
 No

***31. Did you and your teammates formed the team before your founded the company?**

- Yes
 No

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***32. Can you say members of the team was formed over the time with changes ?**

Yes

No

***33. Was more like a meeting of people with a friendship level of moderate or low to found a profitable company?**

Yes

No

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***34. Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?**

- Yes
 No

***35. Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?**

- Yes
 No

***36. Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?**

- Yes
 No

***37. Can you say different people contribute differently but all gets equal shares?**

- Yes
 No

***38. Can you say everyone contribute equally?**

- Yes
 No

***39. Would you say your teammates and you get equal shares or as much as you contribute ?**

- Equal
 Different

***40. Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?**

- Yes
 No

***41. Have you decided on shares of the company in the beginning of foundation or you made changes over time?**

- In the beginning
 Over time

MASTER'S THESIS - BASIS OF DISTRIBUTIVE JUSTICE

***42. Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?**

- Yes
 No

***43. Can you say that in your company shares are distributed equally and that's fair?**

- Yes, equal and fair
 No, it's equal but not fair
 Other

***44. In your company are the shares not distributed equally and that's fair because of the varying individual input?**

- Yes, not equal and that's fair
 No, not equal and it's not fair
 Other

***45. Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?**

- Yes ,different contribution but equal shares
 No, different contribution, not equal shares
 Other

***46. Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?**

- Yes
 No

Survey Results

Survey Section 1 – General Info

<i>RespondentID</i>	<i>Your company's field of activity / industry</i>	<i>How old is your company?</i>	<i>How many people does the board of executives or founders of the company consist of ?</i>	<i>Do you rate your company as a start-up?</i>	<i>Do you rate your company as at a profit making stage?</i>	<i>Did you have a personal knowledge of your Entrepreneurial team mates prior to the foundation of your company ?</i>
1	Consulting	Between 2-3 years	2	No	Yes	Yes
2	PR	Between 3-4 years	3	No	Yes	Yes
3	Agriculture	Between 3-4 years	2	No	Yes	Yes
4	Medical	Between 1-2 years	2	Yes	No	Yes
5	IT	Less than a year	3	Yes	No	Yes
6	Engineering	Between 3-4 years	4	No	Yes	Yes
7	Medical	Between 2-3 years	3	No	Yes	Yes
8	Electronics	Between 3-4 years	3	No	Yes	No
9	Manufacturing	Between 5-10 years	4	No	Yes	Yes
10	Logistics	Between 4-5 years	4	No	Yes	Yes
11	Retail	Between 3-4 years	3	No	Yes	Yes

12	Retail	Between 5-10 years	3	No	Yes	Yes
13	Engineering	Between 3-4 years	2	No	Yes	Yes
14	IT	Between 2-3 years	3	Yes	No	Yes
15	Construction	Between 2-3 years	4	No	Yes	No
16	Chemistry	Between 3-4 years	3	No	Yes	Yes
17	Catering	Between 2-3 years	2	No	Yes	Yes
18	Engineering	Between 3-4 years	3	No	Yes	No
19	Home Maintenance	Between 3-4 years	2	No	Yes	No
20	IT	Between 1-2 years	3	Yes	No	Yes
21	Engineering	Between 4-5 years	2	No	Yes	Yes
22	Architecture	Between 4-5 years	2	No	Yes	Yes
23	IT	Between 3-4 years	3	No	Yes	Yes
24	Engineering	Between 3-4 years	3	No	Yes	Yes
25	Chemistry	Between 3-4 years	3	No	Yes	No
26	Automotive	Between 4-5 years	3	No	Yes	Yes
27	Logistics	Between 3-4 years	5	No	Yes	Yes
28	IT	Between 2-3 years	3	No	Yes	Yes
29	Law	Between 3-4 years	3	No	Yes	No
30	Medical	Between 2-3 years	3	No	Yes	Yes

31	IT	Less than a year	4	Yes	No	Yes
32	Medical	Between 2-3 years	3	No	Yes	Yes
33	Printing	Between 3-4 years	3	No	Yes	No
34	Telecommunication	Between 2-3 years	3	No	Yes	Yes
35	Engineering	Between 4-5 years	4	No	Yes	Yes
36	Chemistry	Between 2-3 years	3	No	Yes	No
37	Logistics	Between 3-4 years	2	No	Yes	Yes
38	Electronics	Between 2-3 years	2	Yes	Yes	Yes
39	Education	More than 10 years	4	No	Yes	Yes
40	Engineering	Between 3-4 years	3	No	Yes	Yes
41	Personal care	Between 3-4 years	2	No	Yes	Yes
42	Retail	Between 3-4 years	3	No	Yes	No
43	Construction	Between 3-4 years	5	No	Yes	No
44	Architecture	Between 2-3 years	3	Yes	Yes	Yes
45	Engineering	Between 1-2 years	2	Yes	Yes	Yes
46	Legal	Between 3-4 years	More than 5	No	Yes	Yes
47	Logistics	Between 3-4 years	3	No	Yes	No
48	Education	Between 2-3 years	5	No	Yes	Yes

49	Engineering	Between 3-4 years	2	Yes	Yes	Yes
50	Textile	Between 5-10 years	4	No	Yes	No
51	Construction	Between 3-4 years	3	No	Yes	Yes
52	Art	Less than a year	2	Yes	Unsure	Yes
53	Advertisement	Between 2-3 years	4	No	Yes	Yes
54	Engineering	Between 4-5 years	3	No	Yes	No
55	IT	Between 3-4 years	4	No	Yes	Yes
56	Shipping	Between 2-3 years	More than 5	No	Yes	No
57	Food	Between 4-5 years	2	No	Yes	Yes
58	Law	Between 4-5 years	More than 5	No	Yes	Yes
59	Retail	Less than a year	2	Yes	Yes	Yes
60	Medical	Between 2-3 years	5	No	Yes	Yes
61	Logistics	Between 4-5 years	3	No	Yes	No
62	IT	Between 1-2 years	2	Yes	No	Yes
63	Photography	Between 3-4 years	2	No	Yes	Yes
64	Education	Less than a year	3	Yes	No	No
65	Medical	Between 5-10 years	4	No	Yes	No
66	catering	Between 5-10 years	2	No	Yes	Yes

67	Retail	Between 4-5 years	4	No	Yes	Yes
68	Fitness	Between 4-5 years	3	No	Yes	Yes
69	Retail	Between 2-3 years	2	No	Yes	Yes
70	Electronics	Between 3-4 years	2	No	Yes	Yes
71	Medical	Between 2-3 years	5	Yes	No	Yes
72	Retail	More than 10 years	3	No	Yes	Yes
73	education	Between 5-10 years	More than 5	No	Yes	Yes
74	Engineering	More than 10 years	5	No	Yes	Yes
75	Car Wash	Between 4-5 years	2	Yes	Yes	Yes
76	Retail	Between 4-5 years	3	No	Yes	Yes
77	IT	Between 2-3 years	2	Yes	Yes	Yes
78	Marketing	More than 10 years	4	No	Yes	No
79	Retail	Between 5-10 years	5	No	Yes	No
80	Retail	Less than a year	2	Yes	No	Yes
81	Automotive	Between 4-5 years	3	No	Yes	No
82	IT	Between 1-2 years	4	Yes	No	Yes
83	Restaurant	Between 5-10 years	2	No	Yes	Yes
84	Electronics	Between 3-4 years	2	Yes	No	Yes

85	Education	Between 5-10 years	4	No	Yes	No
86	Marketing	Between 5-10 years	2	No	Yes	Yes
87	IT	Between 2-3 years	2	No	Yes	Yes
88	IT	Between 5-10 years	4	Not sure	Yes	No
89	IT	Between 2-3 years	2	Yes	No	Yes
90	Food	Between 3-4 years	2	Yes	Yes	Yes
91	Telecommunication	More than 10 years	5	No	Yes	Yes
92	Staffing	Between 5-10 years	5	Yes	Yes	No

Survey Section 2 – Friendship

<i>RespondentID</i>	<i>In what extend can you rate this friendship in regards to knowing each other prior to the foundation of your company?</i>	<i>Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?</i>	<i>Did you know any of your teammates when you were a student in high school or college ?</i>	<i>Roughly, how many hours do you spend time together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)</i>
1	Very familiar	Yes	Yes	Less than a few hours	No	No	Yes	Very good friends	No (Economical gain)
2	Familiar	Yes	No	Less than a few hours	No	Yes	No	Limited friendship	No (Economical gain)
3	Very familiar	No	No	Less than a few hours	No	Yes	Yes	Friends	No (Economical gain)
4	Very familiar	Yes	Yes	More than 10 hours	Yes	No	Yes	Very good friends	Yes (Friendship first)
5	Very familiar	Yes	Yes	3-10 Hours	Yes	No	Yes	Very good friends	No (Economical gain)
6	Familiar	Yes	Yes	Less than a few hours	Yes	No	Yes	Friends	No (Economical gain)
7	Familiar	No	Yes	None	Yes	Yes	No	Limited friendship	No (Economical gain)
8									
9	Extremely familiar	Yes	Yes	3-10 Hours	Yes	No	Yes	Very good friends	Yes (Friendship first)
10	Familiar	No	Yes	Less than a few hours	Yes	Yes	No	Limited friendship	No (Economical gain)
11	Familiar	Yes	No	Less than a few hours	No	Yes	No	Friends	No (Economical gain)
12	Familiar	No	No	3-10 Hours	Yes	No	Yes	Very good friends	No (Economical gain)

<i>RespondentID</i>	<i>In what extend can you rate this friendship in regards to knowing each other prior to the foundation of your company?</i>	<i>Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?</i>	<i>Did you know any of your teammates when you were a student in high school or college ?</i>	<i>Roughly, how many hours do you spend time together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)</i>
13	Very familiar	No	Yes	Less than a few hours	No	No	Yes	Very good friends	Yes (Friendship first)
14	Very familiar	Yes	Yes	3-10 Hours	No	No	Yes	Very good friends	No (Economical gain)
15									
16	Familiar	No	Yes	Less than a few hours	No	Yes	No	Friends	No (Economical gain)
17	Familiar	No	No	Less than a few hours	No	Yes	No	Friends	No (Economical gain)
18									
19									
20	Extremely familiar	Yes	Yes	All the time	Yes	No	Yes	Best friends	Yes (Friendship first)
21	Extremely familiar	Yes	Yes	3-10 Hours	Yes	No	Yes	Best friends	Yes (Friendship first)
22	Familiar	Yes	Yes	3-10 Hours	No	No	Yes	Very good friends	No (Economical gain)
23	Familiar	No	Yes	3-10 Hours	Yes	No	Yes	Very good friends	No (Economical gain)
24	Very familiar	Yes	Yes	More than 10 hours	Yes	No	Yes	Very good friends	No (Economical gain)
25									
26	Very familiar	No	Yes	None	No	Yes	No	Friends	No (Economical gain)

<i>RespondentID</i>	<i>In what extend can you rate this friendship in regards to knowing each other prior to the foundation of your company?</i>	<i>Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?</i>	<i>Did you know any of your teammates when you were a student in high school or college ?</i>	<i>Roughly, how many hours do you spend time together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)</i>
27	Familiar	No	No	None	No	Yes	No	Limited friendship	No (Economical gain)
28	Very familiar	Yes	Yes	3-10 Hours	Yes	No	Yes	Very good friends	Yes (Friendship first)
29									
30	Familiar	No	Yes	Less than a few hours	No	Yes	No	Friends	No (Economical gain)
31	Familiar	Yes	Yes	Less than a few hours	No	No	Yes	Friends	No (Economical gain)
32	Familiar	No	No	None	No	Yes	No	Limited friendship	No (Economical gain)
33									
34	Familiar	No	Yes	Less than a few hours	Yes	Yes	No	Friends	No (Economical gain)
35	Very familiar	Yes	Yes	Less than a few hours	No	No	Yes	Very good friends	Yes (Friendship first)
36									
37	Very familiar	Yes	No	Less than a few hours	No	No	Yes	Friends	No (Economical gain)
38	Extremely familiar	Yes	Yes	More than 10 hours	Yes	No	Yes	Best friends	Yes (Friendship first)
39	Familiar	No	Yes	Less than a few hours	Yes	No	No	Limited friendship	No (Economical gain)
40	Very familiar	Yes	Yes	3-10 Hours	Yes	No	Yes	Very good friends	Yes (Friendship first)

<i>RespondentID</i>	<i>In what extend can you rate this friendship in regards to knowing each other prior to the foundation of your company?</i>	<i>Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?</i>	<i>Did you know any of your teammates when you were a student in high school or college ?</i>	<i>Roughly, how many hours do you spend time together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)</i>
55	Extremely familiar	Yes	Yes	More than 10 hours	Yes	No	Yes	Best friends	Yes (Friendship first)
56									
57	Familiar	No	No	Less than a few hours	Yes	Yes	No	Friends	No (Economical gain)
58	Familiar	Yes	Yes	3-10 Hours	Yes	Yes	No	Friends	No (Economical gain)
59	Very familiar	Yes	No	Less than a few hours	No	Yes	Yes	Very good friends	No (Economical gain)
60	Familiar	No	Yes	Less than a few hours	No	Yes	No	Friends	No (Economical gain)
61									
62	Familiar	No	No	More than 10 hours	Yes	No	Yes	Best friends	No (Economical gain)
63	Very familiar	Yes	Yes	All the time	Yes	No	Yes	Best friends	Yes (Friendship first)
64									
65									
66	Very familiar	Yes	Yes	Less than a few hours	Yes	No	Yes	Very good friends	No (Economical gain)
67	Familiar	No	No	Less than a few hours	No	Yes	No	Limited friendship	No (Economical gain)
68	Familiar	No	Yes	Less than a few hours	Yes	Yes	Yes	Friends	No (Economical gain)

<i>RespondentID</i>	<i>In what extend can you rate this friendship in regards to knowing each other prior to the foundation of your company?</i>	<i>Did you have a common social life with any of the teammates (Sharing an housing / going out together / knowing each others families etc) ?</i>	<i>Did you know any of your teammates when you were a student in high school or college ?</i>	<i>Roughly, how many hours do you spend time together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as still more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>If you have to pick only one of the followings, would you consider your company is built upon friendship first or built upon professional and economical gain first? (Pick yes for the first, no for the second)</i>
69	Very familiar	Yes	Yes	3-10 Hours	Yes	Yes	Yes	Best friends	Yes (Friendship first)
70	Familiar	No	No	None	No	Yes	No	Friends	No (Economical gain)
71	Familiar	No	Yes	Less than a few hours	No	Yes	No	Friends	No (Economical gain)
72	Extremely familiar	Yes	No	3-10 Hours	Yes	Yes	Yes	Best friends	No (Economical gain)
73	Not familiar	No	No	Less than a few hours	No	Yes	No	Limited friendship	No (Economical gain)
74	Familiar	No	No	Less than a few hours	No	Yes	No	Limited friendship	No (Economical gain)
75	Very familiar	Yes	Yes	3-10 Hours	Yes	No	Yes	Very good friends	Yes (Friendship first)
76	Familiar	No	No	None	No	Yes	No	Limited friendship	No (Economical gain)
77	Very familiar	Yes	No	3-10 Hours	Yes	No	Yes	Friends	No (Economical gain)
78									
79									
80	Extremely familiar	Yes	Yes	All the time	Yes	No	Yes	Best friends	Yes (Friendship first)
81									
82	Extremely familiar	Yes	Yes	3-10 Hours	Yes	No	Yes	Best friends	Yes (Friendship first)

Survey Section 3 – Economical Gain

<i>RespondentID</i>	<i>Can you say your team is solely based and built on professional needs and capacity?</i>	<i>Do you have a personal knowledge of your Entrepreneurial team mates at the moment ?</i>	<i>Do you think you have a different level of friendship such as a out-of-work friendship at the moment ?</i>	<i>Do you think your personal knowledge and social life together has developed since the foundation ?</i>	<i>Can you say you only have a limited friendship with them in a level of just a professional life?</i>	<i>Roughly, how many hours do you spend together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>Prior to founding your company, did you plan to have a team based on economical gain or a team based on friendship?</i>	<i>Can you say in your company professional expertise and capacity was the only measure in forming the team ?</i>	<i>Can you say friendship was a big factor in forming this team?</i>	<i>Can you say in your team friendship comes / came before economical gain ?</i>	<i>Did you and your teammates formed the team before your founded the company?</i>	<i>Can you say members of the team was formed over the time with changes ?</i>	<i>Was more like a meeting of people with a friendship level of moderate or low to found a profitable company?</i>
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8	Yes	No	No	No	Yes	None	No	Yes	No	No friendship	Economical gain	Yes	No	No	No	Yes	Yes

<i>RespondentID</i>	<i>Can you say your team is solely based and built on professional needs and capacity?</i>	<i>Do you have a personal knowledge of your Entrepreneurial team mates at the moment ?</i>	<i>Do you think you have a different level of friendship such as a out-of-work friendship at the moment ?</i>	<i>Do you think your personal knowledge and social life together has developed since the foundation ?</i>	<i>Can you say you only have a limited friendship with them in a level of just a professional life?</i>	<i>Roughly, how many hours do you spend together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>Prior to founding your company, did you plan to have a team based on economical gain or a team based on friendship?</i>	<i>Can you say in your company professional expertise and capacity was the only measure in forming the team ?</i>	<i>Can you say your friendship was a big factor in forming this team?</i>	<i>Can you say in your team friendship comes / came before economical gain ?</i>	<i>Did you and your teammates formed the team before your founded the company?</i>	<i>Can you say members of the team was formed over the time with changes ?</i>	<i>Was more like a meeting of people with a friendship level of moderate or low to found a profitable company?</i>
9																	
10																	
11																	
12																	
13																	
14																	
15	Yes	No	No	Yes	Yes	None	No	Yes	No	Limited friendship	Economical gain	Yes	No	No	No	No	Yes
16																	
17																	
18	Yes	Yes	Yes	Yes	Yes	None	No	Yes	No	Limited friendship	Friendship	Yes	No	No	No	No	Yes
19	Yes	Yes	Yes	Yes	No	A few hours	Yes	Yes	No	Friends	Economical gain	Yes	No	No	No	No	Yes

<i>RespondentID</i>	<i>Can you say your team is solely based and built on professional needs and capacity?</i>	<i>Do you have a personal knowledge of your Entrepreneurial team mates at the moment ?</i>	<i>Do you think you have a different level of friendship such as a out-of-work friendship at the moment ?</i>	<i>Do you think your personal knowledge and social life together has developed since the foundation ?</i>	<i>Can you say you only have a limited friendship with them in a level of just a professional life?</i>	<i>Roughly, how many hours do you spend together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>Prior to founding your company, did you plan to have a team based on economical gain or a team based on friendship?</i>	<i>Can you say in your company professional expertise and capacity was the only measure in forming the team ?</i>	<i>Can you say friendship was a big factor in forming this team?</i>	<i>Can you say in your team friendship comes / came before economical gain ?</i>	<i>Did you and your teammates formed the team before your founded the company?</i>	<i>Can you say members of the team was formed over the time with changes ?</i>	<i>Was more like a meeting of people with a friendship level of moderate or low to found a profitable company?</i>
52																	
53																	
54	Yes	Yes	No	Yes	Yes	A few hours	No	Yes	No	Friends	Economical gain	Yes	No	No	No	No	Yes
55																	
56	Yes	Yes	Yes	Yes	No	3-10 hours	Yes	No	Yes	Very good friends	Economical gain	Yes	No	No	No	No	Yes
57																	
58																	
59																	
60																	
61	Yes	No	No	No	Yes	None	No	Yes	No	No friendship	Economical gain	Yes	No	No	No	No	Yes

<i>RespondentID</i>	<i>Can you say your team is solely based and built on professional needs and capacity?</i>	<i>Do you have a personal knowledge of your Entrepreneurial team mates at the moment ?</i>	<i>Do you think you have a different level of friendship such as a out-of-work friendship at the moment ?</i>	<i>Do you think your personal knowledge and social life together has developed since the foundation ?</i>	<i>Can you say you only have a limited friendship with them in a level of just a professional life?</i>	<i>Roughly, how many hours do you spend together in a week outside work ?</i>	<i>Do you spend time in weekends together with your colleagues for out-of-work purposes?</i>	<i>Would you describe your friendship with colleagues as more of a professional one with a moderate or no out-of-work interaction ?</i>	<i>Would you describe your friendship with colleagues as beyond professional life ?</i>	<i>In what extend can you rate this friendship in regards to knowing each other as of now?</i>	<i>Prior to founding your company, did you plan to have a team based on economical gain or a team based on friendship?</i>	<i>Can you say in your company professional expertise and capacity was the only measure in forming the team ?</i>	<i>Can you say your friendship was a big factor in forming this team?</i>	<i>Can you say in your team friendship comes / came before economical gain ?</i>	<i>Did you and your teammates formed the team before your founded the company?</i>	<i>Can you say members of the team was formed over the time with changes ?</i>	<i>Was more like a meeting of people with a friendship level of moderate or low to found a profitable company?</i>
83																	
84																	
85	Yes	Yes	Yes	Yes	No	A few hours	No	Yes	No	Limited friendship	Economical gain	Yes	No	No	No	Yes	Yes
86																	
87																	
88	Yes	Yes	Yes	Yes	No	A few hours	No	No	Yes	Very good friends	Economical gain	No	Yes	No	No	Yes	Yes
89	No	Yes	Yes	Yes	No	3-10 hours	Yes	No	Yes	Best friends	Unsure	No	Yes	Yes	Yes	Yes	No
90																	
91	Yes	Yes	No	Yes	Yes	A few hours	No	Yes	No	Friends	Economical gain	Yes	No	No	No	Yes	Yes
92	No	Yes	No	Yes	Yes	None	No	Yes	No	Limited friendship	Economical gain	No	No	No	No	Yes	Yes

Survey Section 4 – Equality / Equity

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
1	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	No, not equal and it's not fair	No, different contribution, not equal shares	No
2	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
3	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	No	Yes, equal and fair	Other	Other	No
4	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	No	Yes, equal and fair	Other	Other	Yes
5	Yes	No	No	Yes	No	Equal	No	In the beginning	No	Yes, equal and fair	Other	Yes ,different contribution but equal shares	Yes
6	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
7	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No
8	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
9	Yes	No	No	Yes	No	Equal	No	In the beginning	No	Yes, equal and fair	Other	Yes ,different	Yes

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
												contribution but equal shares	
10	No	Yes	Yes	Yes	No	Equal	Yes	In the beginning	No	No, it's equal but not fair	Other	Yes ,different contribution but equal shares	No
11	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
12	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
13	Yes	No	Yes	No	Yes	Equal	No	In the beginning	No	Yes, equal and fair	Other	Other	Yes
14	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
15	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
16	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
17	Yes	No	Yes	No	Yes	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Other	No
18	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and	No, different	No

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
											that's fair	contribution, not equal shares	
19	No	Yes	Yes	No	No	Different	Yes	In the beginning	No	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
20	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
21	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
22	Yes	No	Yes	No	Yes	Different	Yes	Over time	Yes	Yes, equal and fair	Other	Other	No
23	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No
24	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
25	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
26	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No
27	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No
28	Yes	No	Yes	Yes	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
29	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not	No

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
												equal shares	
30	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
31	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
32	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
33	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
34	No	Yes	Yes	No	No	Different	No	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
35	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No
36	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
37	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
38	Yes	No	Yes	No	Yes	Equal	No	In the beginning	No	Yes, equal and fair	Other	Other	Yes

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
39	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
40	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
41	Yes	No	Yes	No	Yes	Equal	No	In the beginning	No	Yes, equal and fair	Other	Other	Yes
42	Yes	No	Yes	No	Yes	Equal	No	In the beginning	No	Yes, equal and fair	Other	Other	No
43	No	Yes	Yes	No	No	Different	No	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
44	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
45	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Other	No, not equal and it's not fair	Other	No
46	No	Yes	Yes	No	No	Different	No	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
47	No	Yes	No	No	No	Different	Yes	In the beginning	Yes	Other	No, not equal and it's not fair	No, different contribution, not equal shares	No
48	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
49	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
50	No	Yes	Yes	Yes	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
51	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
52	No	Yes	No	Yes	No	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Yes ,different contribution but equal shares	Yes
53	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
54	Yes	No	Yes	No	Yes	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Other	No
55	No	Yes	No	Yes	No	Equal	No	In the beginning	No	Yes, equal and fair	Other	Yes ,different contribution but equal shares	Yes
56	No	Yes	No	Yes	No	Equal	Yes	In the beginning	No	No, it's equal but not fair	Other	Yes ,different contribution but equal shares	No
57	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
58													
59	Yes	Yes	Yes	No	Yes	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Other	No
60	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
61	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No
62	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
63	Yes	No	Yes	No	Yes	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
64	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	No	Yes, equal and fair	Other	Other	Yes
65	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
66	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	No	Yes, equal and fair	Other	Other	Yes
67	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
68	Yes	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
69	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
70	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
71	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
72	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	No	Yes, equal and fair	Other	Other	Yes
73	No	Yes	Yes	Yes	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
74	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
75	Yes	No	Yes	No	Yes	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
76	No	Yes	Yes	No	No	Different	No	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
77	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
78	Yes	No	Yes	No	Yes	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
79	No	Yes	Yes	No	No	Different	No	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
80	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
81	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
82	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
83	Yes	No	Yes	No	Yes	Equal	No	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
84	Yes	No	Yes	No	Yes	Equal	No	In the beginning	No	Yes, equal and fair	Other	Other	Yes
85	No	Yes	Yes	No	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
86	No	Yes	Yes	No	No	Different	Yes	In the beginning	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
87	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	Yes
88	No	Yes	Yes	No	No	Equal	Yes	In the beginning	Yes	Yes, equal and fair	Other	Other	No
89	No	Yes	No	No	No	Equal	Yes	Over time	No	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
90	Yes	No	Yes	No	Yes	Equal	Yes	In the beginning	No	Yes, equal and fair	Other	Other	Yes

<i>RespondentID</i>	<i>Due to the formation of the team from the very first place, can you say generally that all your colleagues contribute equally to the company?</i>	<i>Due to the formation of the team from the very first place, can you say generally that your colleagues contribute differently in levels of input or work?</i>	<i>Can you say generally that in your company everyone gets their share in return (proportionally) to the input they make?</i>	<i>Can you say different people contribute differently but all gets equal shares?</i>	<i>Can you say everyone contribute equally?</i>	<i>Would you say your teammates and you get equal shares or as much as you contribute ?</i>	<i>Have you ever come to a point that you need to discuss the amount of income or share each member gets in return to their input of work or contribution?</i>	<i>Have you decided on shares of the company in the beginning of foundation or you made changes over time?</i>	<i>Can you say your company outcome is based on the economical gain of the teammates based on their contributions ?</i>	<i>Can you say that in your company shares are distributed equally and that's fair?</i>	<i>In your company are the shares not distributed equally and that's fair because of the varying individual input?</i>	<i>Can you say that; in-fact some individuals contribute more or less than the others but still the shares are distributed equally?</i>	<i>Can you say that; no-matter how much each individual contributes, the shares are not a concern and should be distributed equally?</i>
91	No	Yes	No	Yes	No	Different	Yes	Over time	Yes	Other	Yes, not equal and that's fair	No, different contribution, not equal shares	No
92	No	Yes	No	No	No	Different	Yes	Over time	Yes	Yes, equal and fair	Other	No, different contribution, not equal shares	No