**Table 3. Survey Variables Differentiating “High” vs. “Low” TM Importance Organizations**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Survey Item | “High”  Importance | “Low”  Importance | Degrees of  Freedom | | Chi-  Square | p Value |
|  | N = 31 | N = 22 | |  |  |  |
| Headquarters located in: |  |  | |  |  |  |
| - Poland | 10 (32.3%) | 14 (63.6%) | | 2 | 8.01 | 0.018 |
| - Europe (not Poland) | 14 (45.2%) | 8 (36.4%) | |  |  |  |
| - Overseas | 7 (22.5%) | 0 (0.00%) | |  |  |  |
|  |  |  | |  |  |  |
| Company ownership: |  |  | |  |  |  |
| - Fully controlled by foreign entities | 18 (58.1%) | 5 (22.7%) | | 2 | 10.21 | 0.006 |
| - Partly controlled by foreign entities | 9 (29.0%) | 5 (22.7%) | |  |  |  |
| - Solely a Polish company | 4 (12.9%) | 11 (50.0%)\* | |  |  |  |
|  |  |  | |  |  |  |
| Organizational structure: |  |  | |  |  |  |
| - Hierarchical | 22 (71.0%) | 9 (41.0%) | | 1 | 4.79 | 0.029 |
| - Flat | 9 (29.0%) | 13 (59.1%) | |  |  |  |
|  |  |  | |  |  |  |
| Typical career path: |  |  | |  |  |  |
| - Yes | 18 (58.1%) | 3 (13.6%) | | 1 | 10.62 | 0.001 |
| - No | 13 (41.9%) | 19 (86.4%) | |  |  |  |
|  |  |  | |  |  |  |
| Leadership/management positions: |  |  | |  |  |  |
| - Most filled internally | 27 (87.1%) | 12 (54.5%) | | 1 | 4.96 | 0.026 |
| - Most filled externally | 4 (12.9%) | 8 (36.4%)\* | |  |  |  |
|  |  |  | |  |  |  |
| Development opportunities for employees: |  |  | |  |  |  |
| - Yes, formal/organized | 24 (77.4%) | 11 (50.0%) | | 2 | 13.28 | 0.001 |
| - Yes, informal | 7 (22.6%) | 3 (13.6%) | |  |  |  |
| - No | 0 (0.0%) | 8 (36.4%) | |  |  |  |

\* Missing response(s)