

2015-09-23

The Influence of National Culture on Differences in Organizational Culture Values

Chapin, Michelle

Chapin, M. (2015). The Influence of National Culture on Differences in Organizational Culture Values (Master's thesis, University of Calgary, Calgary, Canada). Retrieved from <https://prism.ucalgary.ca>. doi:10.11575/PRISM/28215

<http://hdl.handle.net/11023/2483>

Downloaded from PRISM Repository, University of Calgary

UNIVERSITY OF CALGARY

The Influence of National Culture on Differences in Organizational Culture Values

by

Michelle Chapin

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF SCIENCE

GRADUATE PROGRAM IN PSYCHOLOGY

CALGARY, ALBERTA

SEPTEMBER, 2015

© Michelle Chapin 2015

Abstract

Recent research suggests that certain life-altering events, such as relocation, may cause an individual's personal values to adapt to match those of the new situation or local culture. This thesis was designed to provide a theoretical argument and empirical support for the hypothesis that following relocation, the values an individual considers most attractive in an organization will match those values common in the expatriate's host country, rather than home country. A secondary goal of this thesis was to provide cross-cultural validation of the LOCS. Several of the shortened LOCS dimensions were found to be replicable across cultures, though others produced inconsistent factor loadings. As a whole, the shortened LOCS predicted job satisfaction and subjective fit, but not active job search behaviors. No pattern of significant differences was found between expatriates' ideal, current, host, and home country values, though moderation analyses suggest this effect may not be as direct as hypothesized.

Acknowledgements

I would like to extend warm thanks to Dr. Derek Chapman for his insight, encouragement, and guidance through the brainstorming, data analysis, and writing of this thesis. Additional gratitude is in order for the members of my committee for their own unique contributions and comments that have steered my thesis.

Special thanks go to the brilliant members of my cohort, Sam Chow, Julie Choi, and Stephanie Law, as well as the other Masters and Doctoral students in the program.

Table of Contents

Abstract	ii
Acknowledgements	iii
Table of Contents	iv
List of Tables	vi
List of Figures and Illustrations	viii
 Chapter 1: Introduction	 1
1.1 The Concept of Individual Values and the Relation to National Culture	2
1.2 Theories of National Culture Values	3
1.3 The Concept of Organizational Values and Organizational Culture	6
1.4 The Relationship Between Personal Values and Individual Work Based Values	10
1.5 The Adaptability of Values Based on Culture	11
1.6 Potential Moderators	19
1.7 Other Theoretical Arguments	23
 Chapter 2: Methods	 26
2.1 Sample	26
2.2 Materials	27
2.3 Procedures	27
2.4 Measures	28
 Chapter 3: Results	 35
3.1 Preliminary Analyses	35
3.2 Hypothesis 1	35
3.3 Hypothesis 2a, b, c	39
3.4 Hypothesis 3 and Research Questions	40
3.4.1 Hypothesis 3a	45
3.4.2 Hypothesis 3b	46
3.4.3 Hypothesis 3c	47
3.4.4 Hypothesis 3d	48
3.4.5 Hypothesis 3e	49
3.4.6 Hypothesis 3f	50
3.4.7 Research Question 1	51
3.4.8 Research Question 2	52
3.4.9 Research Question 3	53
3.5 Hypothesis 4	55
3.6 Hypothesis 5	58
3.7 Hypothesis 6a, b, & c	62
3.8 Hypothesis 7	71
3.9 Post Hoc Analyses	75
 Chapter 4: Discussion	 78
4.1 Cross-Cultural Validation of the LOCS	78
4.2 Outcome Prediction	79
4.3 Differences in Expatriates' Value Profiles	81

4.4 Moderating the Strength of Value Differences	83
4.5 Strengths and Limitations	85
4.6 Future Research	87
4.7 Implications of this Research.....	89
4.8 Conclusion	90
References.....	92
Appendix A:	
The Shortened Lexical Organizational Culture Scale Dimensions and Items	103
Appendix B: GLOBE Study Cultural Clusters and Countries.....	104
Appendix C: Measures.....	105
Appendix D:	
Means, Standard Deviations, and Internal Intercorrelations Among Variables	112
Appendix E: Principle Components Analysis Structure Matrices.....	120
5.1 Current Organization PCA.....	120
5.2 Ideal Organization PCA.....	121
5.3 Ideal Organization for Host Country Locals PCA.....	122
5.4 Ideal Organization for Home Country Locals PCA.....	123

List of Tables

Table 1: Culture Dimensions Used in the GLOBE Study	5
Table 2: The Lexical Organizational Culture Scale: Dimensions and Items	9
Table 3: Internal Reliability Scores for the Revised LOCS.....	29
Table 4: ICC(1) Values for Revised LOCS Dimensions	31
Table 5: ICC(2) Values for Revised LOCS Dimensions	32
Table 6: Zero Order Correlations of LOCS Dimensions and Organizational Outcomes	40
Table 7: Organizational Value Cluster Classification	43
Table 8: Means and Standard Deviations of Organizational Values in Anglo-Anglo Participants.....	44
Table 9: Means and Standard Deviations for the Dominant Value Dimension.....	46
Table 10: Means and Standard Deviations for the Pace Value Dimension	46
Table 11: Means and Standard Deviations for the Innovative Value Dimension.....	48
Table 12: Means and Standard Deviations for the Friendly Value Dimension	48
Table 13: Means and Standard Deviations for the Traditonal Value Dimension	50
Table 14: Means and Standard Deviations for the Diverse Value Dimension	51
Table 15: Means and Standard Deviations for the Trendy Value Dimension	52
Table 16: Means and Standard Deviations for the Prestigious Value Dimension.....	53
Table 17: Means and Standard Deviations for the CSR Value Dimension	53
Table 18: ANCOVA Results: Reason for Expatriation Moderator Analyses.....	56
Table 19: ANCOVA Results: Core Self-Evaluations Moderator Analyses	59
Table 20: ANCOVA Results: Openness to Experience Analyses	63
Table 21: ANCOVA Results: Agreeableness Moderator Analyses	66

Table 22: ANCOVA Results: Extraversion Moderator Analyses	68
Table 23: ANCOVA Results: Time in Host Country Moderator Analyses.....	72
Table 24: Hierarchical Regression Results for Variables Predicted by Work Value Change	76

List of Figures and Illustrations

Figure 1:	
Mean CSR scores by current and ideal values, moderated by Reason for Expatriation.....	57
Figure 2: Mean CSR scores by current and ideal values, moderated by Core Self-Evaluations ..	60
Figure 3:	
Mean Traditional scores by current and ideal values, moderated by Core Self-Evaluations	61
Figure 4:	
Mean Innovative scores by current and ideal values, moderated by Openness to Experience.....	64
Figure 5: Mean Traditional scores by current and ideal values, moderated by Agreeableness....	67
Figure 6: Mean CSR scores by current and ideal values, moderated by Extraversion	69
Figure 7: Mean Friendly scores by current and ideal values, moderated by Extraversion	70
Figure 8:	
Mean Friendly scores by current and ideal values, moderated by time in host country	73
Figure 9:	
Mean Traditional scores by current and ideal values, moderated by time in host country.....	75

Chapter 1: Introduction

Within the literature on individual values, it is widely accepted that values are relatively stable traits (Rokeach, 1973). However, research has also shown that under certain strong circumstances, individuals may adjust their values to match more consistently with these new situations (Bardi, Lee, Towfigh, & Soutar, 2009; Lubinski, Schmidt, & Benbrow, 1996; Sheldon, 2005). To this end, very little research has been conducted on value stability, and as such there is a shocking dearth of both theoretical and empirical research on the topic of value change, both at an individual level and within an organizational context (Bardi & Goodwin, 2011). Specifically, there is not enough knowledge regarding precisely what mechanisms influence value change, what values are most likely to change, and the stability of value change.

Only within the last few years has this topic begun attracting more attention, though still there is relatively little to be found within mainstream journals; and nothing at all which considers how a worker's organizational values may change as a result of life-altering events. This is surprising, given the strong links found between personal values and organizational values in the past (Finegan, 2000). Nevertheless, given the fact that both small and large personal value changes have been observed due to large, life-changing events, this is an area sorely in need of more attention.

Migration has been proposed as one of the possible antecedents of personal value change (Goodwin, Polek, & Bardi, 2012), but very little attention has been given to how and why migration may alter an individual's personal or organizational values, despite the ideal context that relocation offers as a critical life-changing event capable of such (Furnham & Bochner, 1989; Kirkcaldy, Siefen, Wittig, Schüller, Brähler, & Merbach, 2005). Recently, researchers have begun exploring the link between migration and personal value change (Lönnqvist,

Jasinskaja-Lahti, & Verkasalo, 2011; Taras, Rowney, & Steel, 2012), with results that support the idea that this is not only an ideal context in which to map changes in personal values, but to open the construct and explore how this value change may be reflected in an organizational context.

This study aims to show that just as individual values possess the ability to adapt to a new environment following relocation, organizational values follow the same pattern. It is proposed that expatriates currently working outside of their native cultural cluster will differ substantially on many dimensions of organizational values from locals currently working within that same cultural cluster. Specifically, it is hypothesized that those expatriates' organizational value profiles will more closely resemble the organizational value profiles from locals living within the host country's cultural cluster than the expatriates' home country's cultural cluster. Furthermore, it is suggested that the strength and type of work values that change will be differentially impacted by cultural variables within the host country, as well as individual differences within-person.

1.1 The Concept of Individual Values and the Relation to National Culture

In order to understand the relationship between personal values, organizational values, and value change, it is first important to understand what is meant by the term "values". Schwartz (1992) defines values as cross-situational beliefs which guide decisions and convey what an individual considers important. Values are considered stable traits under most circumstances (Bardi, Calogero, & Mullen, 2008), as they are generally adopted early in life and reinforced over time (Jones & Gerard, 1967).

There are many popular theories of personal value dimensions, but one of the most well known theories is that of Rokeach (1973). Rokeach's theory distinguished values into two possible categories; terminal and instrumental. Terminal values correspond to an individual's needs, and consist of both personal and social values, such as self-realization, family security, national security, etc. Instrumental values are those which act as the means to attaining terminal values, and consist of moral and competence values, such as efficiency and imagination.

Rokeach's (1973) theory proposes that social factors are among the most important in shaping an individual's values. Among these social influences, national culture has been suggested as a leading cause in the early formation of an individual's value structure (Glazer, Daniel, & Short, 2004). Through exposure, national culture is declared to influence "the distribution of individual beliefs, actions, goals, and styles of thinking through the pressure and expectations to which people are exposed" (Schwartz, 2009). Yet it wasn't until years after the theory gained prominence that researchers began to explore how value dimensions and the relationships between values and outcomes differed for those living in different countries. It was at that time Hofstede (1980) popularized the idea that results obtained by using the American workforce or American companies may not translate well to other cross-cultural workers or businesses. However, despite the differences measured on surveys of values across countries, research has also shown that there are basic dimensions of national culture which can allow values to be compared (Adler, 2002; Lewis, 1996; Schwartz, 1999; Trompenaars, 1998).

1.2 Theories of National Culture Values

The first mainstream theory proposing that national values could differ on the basis of national culture came at the hands of Hofstede (1980), and has served as a basis for hundreds of cross-cultural experiments since.

The first version of Hofstede's (1980) theory proposed a four-dimensional model of national culture, including power distance, individualism vs. collectivism, uncertainty avoidance, and masculinity vs. femininity. Power distance refers to the extent to which an individual accepts and expects that power will be distributed unequally. Individualism vs. collectivism has been by far the most researched among the four original dimensions (Green, Deschamps, & Páez, 2005) and takes into account the degree of importance given to personal rights and achievements, or how important it is for an individual to act as a member of a cohesive group. Uncertainty avoidance refers to how much ambiguity an individual or society will tolerate. Finally, masculinity vs. femininity seeks to measure the difference in emotional roles between genders, in which masculine cultures are conceived of as competitive and ambitious, whereas feminine cultures place stronger emphasis on relationships and the quality of life. In 1991, Hofstede proposed a fifth value- long-term orientation vs. short-term orientation, or the emphasis which a culture places on planning, thinking about, and preparing for the future.

Relying on the theoretical framework of national culture proposed by researchers such as Hofstede, the GLOBE study is “a worldwide, multiphase, multi-method project”, intended to answer a variety of questions concerning the relationship between leader behaviors, organizational practices, and societal and organizational culture (House & Javidan, 2004). Within this framework, a series of cultural value dimensions were developed based on the cross-cultural work of Hofstede (1980, 2001), Triandis (1995), Kluckhohn and Strodtbeck (1961), and

McClelland (1961) (see House & Javidan, 2004 for a detailed overview of how each dimension was developed). These cultural dimensions provided the basis for a unique overall cultural profile for each society, developed based on differences uncovered through responses from locals on the nine measured value dimensions of Performance Orientation, Uncertainty Avoidance, In-Group Collectivism, Power Distance, Gender Egalitarianism, Institutional Collectivism, Human Orientation, Future Orientation, and Assertiveness. Table 1 shows a summary of these dimensions.

Table 1.

Culture dimensions used in the GLOBE study

Power Distance	The degree to which members of a collective expect power to be distributed equally.
Uncertainty Avoidance	The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.
Humane Orientation	The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.
Collectivism (Institutional)	The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and action.
Collectivism (In-Group)	The degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.
Assertiveness	The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.
Gender Egalitarianism	The degree to which a collective minimizes gender inequality.
Future Orientation	The extent to which individuals engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future.
Performance Orientation	The degree to which a collective encourages and rewards group members for performance improvement and excellence.

Note. Based on dimension descriptions provided by Javidan, House, & Dorfman (2004).

By studying these cultural profiles, ten societal clusters were identified, each of which grouped together a number of countries with relatively similar cultural profiles. These ten groups are: Latin America, Anglo, Latin Europe, Nordic Europe, Germanic Europe, Confucian Asia, Sub-Saharan Africa, Middle East, Southern Asia, and Eastern Europe.

It is important to mention first that the GLOBE study encompassed a total of 62 nations, nowhere near the 193 countries currently recognized by the United Nations. As such, though it is likely that, for example, Norway and Iceland will have a similar cultural profile to the other countries listed in the Nordic Europe group, they were not included in the original GLOBE study so there is no empirical support to back that argument as of this time. For a list of the national clusters and the countries within each cluster under the GLOBE project, see Appendix B. While research is continuing in the effort to create a complete list of cultural groupings, it is important to keep in mind that this is an ongoing process, and adaptations to national culture clusters are frequent.

1.3 The Concept of Organizational Values and Organizational Culture

Just as all individuals hold their own values, and all countries have a unique cultural profile, it can be conceived that all organizations espouse a set of unique values. Wiener (1988) asserted that the inclusion of an organizational value system is a necessary element in the definition of organizational culture, as shared values are considered a core element of general organizational culture, and it is these shared values between members of organizations which comprise organizational culture (Wiener, 1988, p. 535).

Hofstede (1998) claimed that organizational culture as a whole is composed of organizational values, attitudes, and perceptions of organizational practices. Alone, an

individual's perceived organizational values have been found to relate to many important outcomes, such as organizational commitment, procedural justice, and perceived organizational support (Vandenberghe & Peiro, 1999).

Over the decades, research on organizational image and culture has revealed many diverse and differing dimensions held in the perceptions of applicants and job incumbents alike. A recent review of the organizational culture and related literature found a total of 70 instruments created to serve essentially the same purpose: measurement of organizational culture variables (Jung, Scott, Davies, Bower, Whalley, McNally, & Russell, 2009). Indeed, measures of organizational culture, such as creativity and innovation, have been found to significantly relate to work related outcomes, such as job satisfaction (Johnson & McIntye, 1998) and person-organization fit (O'Reilly, Chatman, & Caldwell, 1991). Additionally, Chapman, Chapin, and Reeves (2013) were able to link subjective perception of organizational values to job satisfaction, job search behaviors, affective commitment, and general subjective fit in current employees.

Likewise, it has been suggested that organizations with a more positive image are able to attract higher quality job applicants (Fombrun & Shanley, 1990). In general, "symbolic", or subjective organization and job traits (Lievens & Highhouse, 2003), have been found to add incremental variance over "instrumental", or objective organization and job characteristics, in attracting potential applicants to organizations (Lievens, 2007; Lievens & Highhouse, 2003; Lievens, Van Hove, & Schreurs, 2005; Slaughter, Mohr, Zickar, & Highhouse, 2004).

Even with the wide range of organizational culture measures available, it has still been stated that, "there is no ideal instrument for cultural exploration" (Jung et al., 2009, p. 1087). This is no doubt partially due to the confusion in conceptualizing the meaning of organizational

culture itself (Kralewski, Wingert, & Barbouche, 1996; Lurie & Riccucci, 2003) and partially due to issues inherent in the creation of past organizational culture measurement instruments.

In the past, organizational image and culture scales were often created by imposing anthropomorphic ideas of human personality traits on organizations (see Aaker, 1997; Davies, Chun, da Silva, & Roper, 2004; O'Reilly et al., 1991; and Slaughter et al., 2004). Although each of the scales used previously was able to contribute to the literature by linking these organizational culture and image dimensions with important outcomes, they all suffer in the approach chosen. As stated by Morgeson and Hofmann (1999), organizations are *not* people, and do not possess human qualities, nor human personality. To create a scale for organizational culture based on human traits does not take into account what makes an organization unique, and therefore these scales are likely to have missed important unique dimensions through this deductive approach.

Despite the issues inherent in the creation of previous measures, scales such as the OCP have been widely used and validated not only for use in North American companies, but in other cultures as well (Marchland, Haines, & Dextras-Gauthier, 2013; Sarros, Gray, Densten, & Cooper, 2005). While there is no doubt that these measures have been helpful in both the creation of organizational culture theory and practice, the problems with past instruments should not be overlooked.

One solution to this issue proposed by Chapman, Chapin, and Reeves (2013) was to use an inductive lexical approach to identify dimensions of organizational culture. The lexical approach allows the gathering of a comprehensive list of organization-specific descriptive adjectives which can then be rated by actual employees. This approach has been used in the creation of the Big Five factor structure of personality (Goldberg, 1982) and the HEXACO

personality model (Lee & Ashton, 2004), and provides a more comprehensive and exhaustive approach than that used in previous research. Using this powerful approach, the authors proposed a nine-factor solution of organizational culture and the creation of a 135 item instrument, the Lexical Organizational Culture Scale (LOCS). The LOCS was found to contribute more variance than previous instruments in predicting many work outcomes, including affective commitment, job satisfaction, job search behaviors, and perceived fit. A summary of the nine LOCS dimensions and sample items is presented in Table 2.

Table 2
The Lexical Organizational Culture Scale: Dimensions and Items

Dimension	Number of Items in Dimension	Sample Items
Innovative	29	Ordinary*, Boring*, Unique, Creative
Dominant	13	Huge, Global, Powerful
Pace	24	Organized, Unfocused*, Nonproductive*, Efficient
Friendly	24	Cheerful, Demanding*, Cooperative, Flexible
Prestigious	14	High-end, Sophisticated, Exclusive, Extravagant
Trendy	9	Successful, Popular, Marketable, Competitive
Corporate Social Responsibility	8	Conscious, Trustworthy, Sustainable, Observant
Traditional	7	Old-fashioned*, Modern, Outdated
Diverse	7	Multicultural, Discriminating*, Prejudiced*

Note. Items indicated with an asterisk (*) load negatively on the dimension.

The first purpose of this study is to validate a shortened version of the nine factor LOCS in a cross-cultural setting using a population of expatriate workers. Given the comprehensive and inductive nature of this study, the first hypotheses set forward are as follows:

Hypothesis 1: The nine-factor solution will continue to best describe organizational culture in a sample of full-time expatriate workers from around the world.

Hypothesis 2: The LOCS as an overall scale will continue to significantly predict a) job satisfaction b) job search behaviors and c) subjective person-organization fit in a cross-cultural sample when ratings of expatriates' current organizations values are taken.

1.4 The Relationship Between Personal Values and Individual Work Based Values

Before a study can be conducted which aims to look at an individual's work based values based on a theory of personal values, it is necessary to show that the two are related constructs. Theoretically, organizational values and personal values share the same basis through the concept of values itself. Several definitions of work based values have been proposed, such as that of Dose (1997), which states that organizational values, "are evaluative standards relating to work or the work environment by which individuals discern what is 'right' or assess the importance of preferences" (pp. 227-228). Essentially, the definition of organizational values takes the same meaning as that of personal values, but relates specifically to those tasks and responsibilities that one carries out on the job.

Person-organization (P-O) fit, known by some as person-culture fit, is defined as the compatibility between people and organizations. This definition includes the important aspect of

value congruence between individuals and the companies to which they are employed (Kristof-Brown, 2007). Research has shown that fit between an individual's values and an organization's perceived values leads to various positive attitudes and behaviors (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005; Kristof-Brown, Zimmerman, & Johnson, 2005).

This similarity extends past basic definitions, however. By the end of the 1980's researchers had turned their attention to studying how congruence between individual characteristics and organizational characteristics could influence attitudes and behaviors of workers (Chatman, 1989; Ravlin & Meglino, 1987). In particular, work related values have been found to act as a correlate of personal values, which as shown previously are in part influenced by national culture (Finegan, 2000). Finegan (2000) found a significant relationship between personal values and perceived organizational values in regards to values of humanity, adherence to convention, bottom-line values, and vision values. Interestingly, Finegan found that it wasn't the interaction of personal and organizational values which predicted organizational outcomes, but the way in which individuals perceived the organization to which they belonged. From these results, conclusions can be drawn that while personal values and congruence between personal and perceived organizational values have been found to influence outcomes in the past (Chapman, et al., 2005), it is the measure of perceived organizational culture which is most important in determining an individual's organizationally related attitudes, behaviors, and feelings.

1.5 The Adaptability of Values Based on Culture

Given that personal values are relatively stable traits (Bardi, Calogero, & Mullen, 2008), and that personal values have been shown to correlate with organizational values (Finegan, 2000), it can be subsumed that organizational values are relatively stable traits as well.

However, the term “relatively” in itself implies that values *can* change. Research has shown that under life-changing circumstances an individual’s set of personal values may change (Bardi et al., 2009; Lubinski et al., 1996; Rokeach & Ball-Rokeach, 1989; Sheldon, 2005). Expatriation provides an excellent example of a life-changing situation, in which an individual is relocated from a familiar environment, often to a country in which their personal values may not be compatible with the national culture. Unsurprisingly, research has shown that following relocation, expatriates do change in behavior (Ralston et al., 1995), and recent findings are beginning to show that personal values are also liable to adapt following migration (Lönnqvist et al., 2011; Taras et al., 2012).

Cultural adjustment is an area of particular interest, as an expatriate’s problems adjusting have been found to relate to negative organizational outcomes, such as reduced job performance and increased conflict (Ayman, 1997; Briody & Chrisman, 1991). In general, cross-cultural adjustment is conceptualized as the degree of fit which exists between an expatriate and the environment, including both the host country and the work environment (Ayman, 1997).

Given the link between personal and organizational values, and the relative stability of personal values, there is no reason to expect that when an individual changes organizations or jobs his or her organizational value preferences would change. However, once subjected to a critical, life-altering event such as migration, the potential for both personal and organizational values adjustment is theoretically more likely to occur.

Why an individual's values adjust following an event such as migration but not following an event such as a change in job is a currently unanswered question. The theory of cognitive dissonance (Festinger, 1957) offers a potential answer. The theory assumes that when two or more of a person's beliefs, values, or ideas are in conflict, that person will experience discomfort, or cognitive dissonance, until he or she is able to make these beliefs, values, or ideas more consistent. One of the propositions of the cognitive dissonance theory states that if an individual must perform a task which is in conflict with his or her personal values, beliefs, or attitudes, he or she will have a tendency to adjust that value, belief, or attitude to match the action.

In many cases, expatriates cannot simply leave an assignment abroad without substantial cost both personally and to the organization, which doesn't exist at such extreme levels when working a local job in one's home country. However, we know that value preferences across cultures differ (House & Javidan, 2004), which suggests that when an individual is sent or moves abroad he or she is subject to the value norms of the new country, which often may be dissonant with personal values. Additionally, Javidan, House, and Dorfman (2004) state that, "Organizational cultures reflect the societies in which they are embedded... Organizations with high performance orientation are found in societies with high performance orientation" (pp. 37). Put simply, just as the sum of individuals who make up a national culture advocate the values unique to that culture, organizations within that country also espouse the same set of values, generally speaking. Given the high cost both monetarily and emotionally of relocation, the low rate of failure on expatriate job assignments (Forster, 1997; Harzing, 1995), and that research has shown that personal values do change following a move abroad (Lönnqvist et al., 2011), it is far more likely that expatriates may adjust their organizational values to match those of the host

country's organizations in order to reduce the dissonance between their organizational values and those seen in organizations within the host country.

Organizational socialization may also provide an explanation as to why these work related values may change following relocation. The definition of organizational socialization has changed through the years, but it is now generally accepted that organizational socialization is a "process by which an individual comes to appreciate the values, abilities, expected behaviors, and social knowledge essential for assuming an organizational role and for participating as an organizational member" (Louis, 1980, pp. 229-230). Organizational socialization tactics have been found to relate to newcomer adjustment within a new job role, and that adjustment further relates to positive outcomes including job satisfaction, organizational commitment, and decreased turnover intentions (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007). Van Maanen and Schein (1979) suggest that during the process of socialization, newcomers are taught which behaviors and perspectives are expected of them; which are desirable and undesirable, and through the process of socialization will begin to mimic the behaviors and perspectives the organization desires. By adapting to these unfamiliar behaviors and perspectives, the individual is expected to reduce tension in the work environment, a theory which in its essence seems closely linked with cognitive dissonance theory.

This socialization process can be thought to extend beyond the organization in the case of relocation. In fact, due to the fact that expatriates are facing the challenges of not only entering a new organizational environment, but a new cultural environment as well, the socialization process may well be compounded (Feldman, 1997). Given the difficulty entailed in this process, it would be of interest to understand how quickly, and under what circumstances, expatriates are most likely to adjust to the new environment and begin accepting the local organizational values.

A measure of P-O fit provides an empirical example of adjustment, partly through the process of socialization. Cooper-Thomas, van Vianen, & Anderson (2004) found that socialization tactics do influence perceived fit with the organization, such that individuals who undergo an organizational socialization process experience a greater level of P-O fit over time. Given these links between socialization and P-O fit, it can be conceived that a strong level of perceived fit between an expatriate and his or her organization thereby reflects the amount of adjustment that he or she has undergone.

Unfortunately, this is a proposition that is currently unexplored, as previous research has only looked at changing personal values at both the individual and the national level, but never an individual's work related values. This study seeks to measure the degree to which individuals differ in their work related values from locals in their home countries following relocation. By observing differences in the organizational values between groups we can tell whether expatriates' work value profiles match the work value profiles of locals in their home countries or those of their host countries more closely. As such, the second purpose of this study is to explore what factors contribute to expatriates' organizational values differing from those values common within their home countries, and lead to their work values becoming more similar to the organizational values within their host countries.

The second set of hypotheses stem from the work conducted by the GLOBE researchers (House, Hanges, Javidan, Dorfman, & Gupta, 2004), under which nine national culture value dimensions were uncovered and found to differ based on in which societal cluster an individual lives. The theoretical rationale for the hypotheses is provided below:

The LOCS dimension of Dominant is described in terms such as “powerful”, “global”, and “big”. Similarly, the GLOBE culture dimension of Power Distance is described as how much an individual expects and accepts power distribution to be unequal. Hypothesis 3a is based on the relatedness of these constructs.

Hypothesis 3: a) Individuals who have relocated to different countries are expected to differ on the LOCS dimension of Dominance. Specifically, expatriates now living in high Power Distance cultures are expected to express higher Dominance values than those now living in low Power Distance cultures.

The LOCS dimension of Pace highlights organizations which are perceived as organized and efficient. This seems to be similar to the GLOBE cultural dimension of Performance Orientation, which is described as the degree to which performance improvement and excellence are encouraged and rewarded. Based on the similarity between Pace and Performance Orientation, the following is proposed:

Hypothesis 3: b) Individuals who have relocated to different countries are expected to differ on the LOCS dimension of Pace. Specifically, expatriates now living in high Performance Orientation cultures are expected to express higher Pace values than those now living in low Performance Orientation cultures.

The LOCS dimension of Innovative is defined by words such as “creative” and “unique”. Likewise, it is proposed that this dimension has a negative relationship with the GLOBE cultural

dimension of Uncertainty Avoidance, which is the extent to which an organization relies on norms, rules, and procedures to lessen unpredictability. In order to be innovative and creative, one is unlikely to value norms and rules which try to keep unpredictability at bay. As such:

Hypothesis 3: c) Individuals who have relocated to different countries are expected to differ on the LOCS dimension of Innovative. Specifically, expatriates now living in high Uncertainty Avoidance cultures are expected to express lower Innovative values than those now living in low Uncertainty Avoidance cultures.

The Friendly dimension of the LOCS emphasizes organizational values such as “cheerful” and “flexible”. Likewise, the GLOBE cultural dimension of In-Group Collectivism relates to positive, cohesive relationships between the individual and the organization. Based on this rationale, it is hypothesized that:

Hypothesis 3: d) Individuals who have relocated to different countries are expected to differ on the LOCS dimension of Friendly. Specifically, expatriates now living in high In-Group Collectivism cultures are expected to express higher Friendly values than those now living in low In-Group Collectivism cultures.

Words like “old fashioned” and “out of date” were found to map onto the LOCS dimension of Traditional. The closest theoretical link found in the GLOBE cultural dimensions is that of Future Orientation, as cultural clusters high in Future Orientation are found to be forward-thinking, with high importance placed on planning and investing in the future. Like the original

LOCS study, this thesis will reverse score the “old fashioned” items on the scale, and as such a positive relationship is hypothesized between the Traditional dimension and the GLOBE Future Orientation dimension. Therefore, it is hypothesized that:

Hypothesis 3: e) Individuals who have relocated to different countries are expected to differ on the LOCS dimension of Traditional. Specifically, expatriates now living in high Future Orientation cultures are expected to express higher Traditional values than those now living in low Future Orientation cultures.

The Diverse dimension of the LOCS contains terms which relate to how “multicultural” an organization is perceived. This dimension was hypothesized to relate to the GLOBE cultural dimension of Gender Egalitarianism, which looks at the degree to which a collective minimizes gender inequality. Although gender equality is only one measure of overall diversity, research has shown that positive attitudes concerning gender equality are related to positive attitudes toward racial diversity as well (Wade & Brittan-Powell, 2001), and as such these constructs are also likely to be related.

Hypothesis 3: f) Individuals who have relocated to different countries are expected to differ on the LOCS dimension of Diverse. Specifically, expatriates now living in high Gender Egalitarianism cultures are expected to express higher Diverse values than those living in low Gender Egalitarianism cultures.

The LOCS dimension of Trendy can be described best with organizational attributes like “successful” and “competitive”. The closest fitting GLOBE cultural dimension seems to be that of Assertiveness- defined by the degree to which individuals are aggressive, confrontational, and assertive in their relationships with others. However, because these dimensions do not seem to map as closely onto one another as the previous dimensions, this relationship is being left as a research question:

Research Question 1: Will individuals who have relocated to high Assertiveness societal clusters differ from individuals who have relocated to low Assertiveness societal clusters on the LOCS dimension of Trendy?

The LOCS dimension of Prestigious, which can be described in terms such as “sophisticated” and “exclusive”, was not hypothesized to relate to any of the GLOBE culture dimensions in particular. As such, the second research question proposed is as follows:

Research Question 2: Will individual ratings of the LOCS dimension of Prestigious vary depending on the cultural cluster to which an expatriate has been exposed?

Finally, the Corporate Social Responsibility dimension of the LOCS was found to relate to descriptive adjectives such as “sustainable” and “conscious”- socially forward thinking adjectives that seem to relate to the GLOBE cultural dimension of Humane Orientation, which places emphasis on rewarding individuals for being caring, altruistic, and generous to others. However, the GLOBE study did not detect significant differences in the ratings of Humane

Orientation based on cultural cluster, and based on this finding no proposed differences are hypothesized by group. Rather, an exploratory approach will be taken in analyzing the LOCS Corporate Social Responsibility dimension in determining whether significant differences are uncovered in measuring work values rather than personal values.

Research Question 3: Will individual ratings of the LOCS dimension of Corporate Social Responsibility vary depending on the cultural cluster to which an expatriate has been exposed?

1.6 Potential Moderators

In addition to the main effects of national culture on the observed level of work values, it is also proposed that several variables may moderate these relationships.

Reason for expatriation. While past studies have nearly solely focused on organizational expatriates- those who have been sent abroad by their current organizations, expatriates are now moving abroad for a wider range of reasons than ever (Mayerhofer, Hartmann, Michelitsch-Riedl, & Kollinger, 2004). Some of the most common reasons for expatriation include "...marriage or partnership, study or research, or employment" (von Koppenfels, 2013), as well as "desire for international experience, attractive job conditions, family ties, and poor labor markets in their home countries" (Froese, 2012). Research has shown that expatriates who make the decision themselves to move abroad adjust to both general aspects of life in their host country and interactions with locals of the host country better than do organizational expatriates (Peltokorpi & Froese, 2009). As such, it is proposed that the strength of the difference in organizational values will be moderated by the reason for expatriation, with self-initiated expatriates experiencing less difference between their current organizations' culture

values and ideal organizational culture values than organizational expatriates or other non-self-initiated expatriates.

Hypothesis 4: Self-initiated expatriates will see less difference between their current organizations' culture values and ideal organizational culture values than non-self-initiated expatriates.

Core self-evaluations. Judge, Erez, Bono, and Thoresen (2003) have found that core self-evaluations are related to multiple outcomes, including job satisfaction and general life satisfaction, as well as job performance. These findings were also replicated in a meta-analytic review (Judge & Bono, 2001). Given that cross-cultural adjustment was found to be predicted by psychological well-being (Searle & Ward, 1990), it is proposed that individuals who have higher levels of core self-evaluations will experience less difference between their current organizations' culture values and their ideal organizational culture values.

Hypothesis 5: Individuals with high core self-evaluations will see less difference between their current organizations' culture values and ideal organizational culture values than individuals with low core self-evaluations.

Personality. Cross-cultural adjustment emphasizes personality traits (Cui & Awa, 1992), and as such certain traits should be considered as potential moderating variables in cross-cultural studies. The Big Five model of personality has become the most widely accepted theory of personality taxonomy over the last several decades (Goldberg, 1993). Three factors of particular

interest have been found to positively relate to cross-cultural adjustment; Openness to Experience, Extraversion, and Agreeableness. Openness to Experience refers to the degree of creativity and intellectual curiosity a person has, and includes traits such as adventurousness and curiosity, while Agreeableness reflects a person's tendency to be helpful and compassionate. Extraversion relates to the tendency to be energetic and social, and to seek out the company and stimulation of others. While the inclusion and relationship of Openness to Experience seems obvious given the requirements of relocation, the relationship with agreeableness may not be so clear. However, research has shown that, “When faced with stress, agreeable people have also been found to cope through self-sacrifice...” (Costa, Zonderman & McCrae, 1991), which suggests that agreeable people may simply be more likely to be willing to adapt their values following a life-changing situation. Finally, it has been proposed that Extraversion should relate to cultural adaptability (Ployhart & Bliese, 2006) given that extraverted individuals are more likely to engage in conversation and activities with locals in the host country. As such, the following has been proposed:

Hypothesis 6: Individuals who rank high on the personality dimensions of a) Openness to Experience b) Agreeableness and c) Extraversion will experience less difference between their current organizations’ culture values and ideal organizational culture values than those who rank low on those dimensions.

Length of time spent living in host country. It is also hypothesized that the length of time spent living in the host country will moderate the strength of the difference between expatriates’ current organizations’ culture values and ideal organizational culture values, as those

who have had greater exposure in terms of length of time to a specific culture may be more likely to accept those culture specific values. Based on the theory of cognitive dissonance, this explanation fits the hypothesis, as if an individual is unable or unwilling to remove him or herself from an environment in which dissonance is experienced, over time that individual will begin to adapt to the new environment. In this way, a higher level of congruence between expatriates' current organizations' and ideal organizational values is likely to take place, moderated by the amount of time spent in that environment (Festinger, 1957).

Additionally, the attraction-selection-attrition framework (Schneider, 1987) offers further support for this hypothesis. The framework proposes a three-stage model in which individuals who are most attracted to the organizational features presented by a company will be the most likely to apply for a position, the most likely to be selected into the organization, and ultimately the most likely to remain within the company. If an individual discovers that he or she does not fit into that organization, attrition is likely to occur, leaving an organization that reflects the values and beliefs of those remaining employees.

Following this theory, individuals who have remained employees of a particular organization for a longer period of time can be supposed to have values which fit better with that organization, and in terms of this thesis can be supposed to have ideal values which are more strongly reflected in the values of their current organizations.

Hypothesis 7: Individuals who have lived within the host country longer will experience less difference between their current organizations' culture values and ideal organizational culture values than individuals who have spent less time living in the host country.

Control Variables. Given the cross-sectional design of this study, stringent controls will be used in analysis to ensure that other possible factors that could influence a change in organizational culture values are ruled out. Based on controls used in previous cross cultural research, the control variables considered are age, tenure, previous cross-cultural experience, cross-cultural training, local language ability, and type of organization (either multinational or local) (Black & Mendenhall, 1991; Church, 1982; Furnham & Bochner, 1986; Shim & Paprock, 2002).

1.7 Other Theoretical Arguments

The theory of cognitive dissonance provides the main theoretical argument in support of the hypotheses as outlined, resting on the idea that expatriates' work values will match those found in their host countries due to adaptation taking place in order to lessen dissonance. However, another possible theory must be acknowledged which may be responsible for this effect.

Importantly, the attraction-selection-attrition framework (Schneider, 1987) proposes that individuals will be attracted first to those organizations in which existing employees are similar to themselves (Schneider, Goldstein, & Smith, 1995). This similarity extends to the values of the employees, which are then reflected in the nature of the organization itself, which according to the framework is more homogenous in terms of these traits than would be found in the general environment. As research has also shown that organizations reflect the culture in which they are embedded (Javidan, House, & Dorfman, 2004), it can also be concluded that in general, given a choice, individuals will be more attracted to organizations which are located in a cultural environment in which they fit best.

As shown previously, a greater number of expatriates are now relocating for personal reasons, rather than due to a specific job assignment. The ASA framework suggests that this fit provides strong rationale for relocation, and that these individuals are already attracted to the organizations located in the countries to which they are relocating through their matching values. As such, it can also be hypothesized that rather than experience work value adjustment following relocation, these expatriates' value profiles already match those of locals in their host country.

However, it is the belief of the author that while it is likely that a subset of expatriates may indeed relocate in order to experience better fit between their own work values and the values of their organization, this is only a small percentage of the entire population of expatriates. Despite the changing makeup of expatriates in general, there is still a large group who relocate due to job assignments, and even among those who make the personal choice to relocate, the decision to move is based on numerous factors including family, economy, and desire to experience an unfamiliar environment (Mayerhofer, Hartmann, Michelitsch-Riedl, & Kollinger, 2004). As such, the hypothesis that individuals who relocate are more likely to adjust to the new environment, rather than relocate due to an existing match in work values, seems sound, and more reasonable to test than the alternative.

Chapter 2: Methods

2.1 Sample

Each participant be currently was currently employed in an organization located outside of that participant's home country.

Participants were recruited through several means- primarily expatriate focused groups on Facebook.com, LinkedIn.com, and Internations.org. Additional participants were recruited through word of mouth via other participants. Though more difficult to collect, a sample of current expatriates working around the world was judged as necessary to provide adequate external reliability, rather than using a sample of expatriate students.

The sample was comprised of 170 participants, with a geographic breakdown which included participants predominantly from the Anglo region (Anglo = 48%, Latin Europe = 5%, Nordic Europe = 4%, Germanic Europe = 4%, Eastern Europe = 3%, Latin America = 6%, Sub-Saharan Africa = 1%, Arab = 7%, Southern Asia = 2%, Confucian Asia = 19%), and predominantly living in the Anglo region (Anglo = 40%, Latin Europe = 10%, Nordic Europe = 2%, Germanic Europe = 13%, Eastern Europe = 7%, Latin America = 7%, Sub-Saharan Africa = 2%, Arab = 2%, Southern Asia = 10%, Confucian Asia = 4%). Participants' mean age fell at 36.25 years ($SD=9.58$), they worked an average of 42.45 hours per week ($SD=12.7$), and had an average of 17.59 years of work experience ($SD=25.18$). 82% percent of the workers were in a full time position, and nearly half had a graduate or professional degree (High school or equivalent = 2%, Polytechnic/Trade school/Vocational school = 4%, Some university = 10%, University degree = 37%, Graduate/Professional degree = 45%). 53% worked for a multinational organization, 61% had some previous cross-cultural experience, and 27% received some form of cross-cultural training.

Participants worked in a variety of occupations and organizations, with the largest percentages as follows: 18.7% in Education, 8.4% in Sales, 7.8% in Technology, 7.8% in Engineering, 7.2% in Marketing, 6.6% in Management, 5.4% in Administration, and 5.4% in Research. Participants were given the opportunity to enter themselves in a drawing to receive an executive fit report for their participation.

2.2 Materials

All survey questions were presented via the Qualtrics survey website. Participants were given up to one week to complete the survey, with the option to complete it at a later time if desired. Participants' data could be viewed in real time as questions were answered, but no monitoring system was in place during data collection. For a complete list of survey items, see Appendix C.

2.3 Procedure

A short request for participation in a study aimed at studying expatriates working abroad was sent to potential participants through messages posted on Facebook and LinkedIn groups, as well as individually through the Internations messaging system. This request linked to the online questionnaire, which provided additional information about the study aims, as well as the measures outlined below.

The survey began by asking participants to rate the descriptive adjectives culled from the LOCS in a variety of different contexts. They were asked to rate the adjectives based on how well each word described their current organization, their ideal organization, and how well the word describes ideal organizations for locals in both their *home* and *host* countries. Following

this, a series of demographic questions were presented, followed by attitudinal surveys, a personality test, and an expatriate experience survey. The survey took approximately 20 minutes to complete.

2.4 Measures

Organizational descriptive variables. A modified version of Chapman, Chapin, and Reeve's (2013) 135 item, nine factor Lexical Organizational Culture Scale (LOCS) was used to assess participants' subjective perception of organizational culture and assess their own organizational value profiles. In order to shorten the survey for all participants, the 135 item list was shortened to 37 items, shown in Appendix A. In order to ensure that this was a valid measure, the same principle components analysis described in the original experiment was used, forcing the items into nine factors. This shortened version of the LOCS was found to explain 59% of the total variance, a full 16% more than the original longer version. This may be the result of "cleaning up" the factors and only retaining those items that loaded most strongly on their factors. The Kaiser-Meyer-Olkin measure of sampling adequacy was .79, indicating that the data was suitable for principle components analysis. In addition, Bartlett's test of sphericity was significant ($p < .001$), which indicates that sufficient correlation between variables exist to proceed with analysis.

Reliability analyses were run for each of the shortened factors, with nearly all of the reliabilities surpassing the minimum recommended criteria as suggested by Nunally (1978), wherein .7 is considered satisfactory.

Participants were given the list of organization-related adjectives and asked to rate each word on a five-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). In

order to measure perceptions of their current organizations' culture, personal work related values, and obtain a measure of perceived organizational culture values of locals within their home countries and of locals within their host countries, they were asked to rate the adjectives in four contexts; being asked to rate the extent to which, "This word describes my **current** organization", "This word describes my **ideal** organization", "How much do you believe this word describes the ideal organization for **locals in your home country**", and "How much do you believe this word describes the ideal organization for **locals in your host country**?" Internal reliability scores are presented in Table 3.

Table 3.
Internal Reliability Scores for Revised LOCS

LOCS Dimension	Current Organization	Ideal Organization	Locals in Home Country Ideal	Locals in Host Country Ideal
Innovative	.72	.64	.70	.65
Dominance	.90	.93	.87	.85
Pace	.80	.79	.85	.79
Friendly	.65	.60	.66	.67
Prestigious	.78	.75	.61	.74
Trendy	.75	.69	.73	.72
Corporate Social Responsibility	.75	.78	.76	.69
Traditional	.81	.60	.61	.63
Diverse	.76	.80	.81	.80

It was determined to be important to collect data regarding expatriates' work values in four contexts in order to most accurately determine how any differences in work values function. While comparing scores between the current organizations' and ideal organizational values

provides information regarding whether expatriates current organizations' values match what those expatriates prefer, it makes the assumption that those rated organizations do indeed capture the culture of the host country organizations in general. Adequate ICC values would be needed to aggregate this data; however, previous research leaves few clues regarding specifically which measured values are most likely to reach minimum acceptable ICC levels. As such, a broader approach was taken in which perceived home and host country organizational values were also measured, providing additional data and opportunities to determine which sets of data meet minimum criteria for aggregation. Additionally, it is then possible to compare whether expatriates match ideal organizational values with the organizational values they perceive as most important in their host countries, or whether they reflect the organizational values they perceive as important in their home countries.

Although other methods exist for determining whether data can be aggregated, such as r_{WG} indices, calculating ICC values was considered the most appropriate set of analyses due to limitations in sample size. While r_{WG} scores may be heavily influenced by the number of participants, ICC values are less likely to suffer from this drawback (LeBreton & Senter, 2008).

According to LeBreton and Senter (2008), in organizational research the ICC(1) can be conceived of as an effect size which examines the extent to which an individual's ratings are due to group membership. In interpreting these values, they recommend considering ICC(1) values of .01 to .10 as a small effect size, of .10 to .25 a medium effect size, and of .25 and above as a large effect size. They suggest that an ICC(1) value as small as .05 can be indicative of a group effect which provides evidence recommending further investigation and study, especially in the case of new measures. Using their suggested syntax, ICC(1) values were calculated for each of the four organizational value measures, as reported in Table 4. In general, effect sizes were found

to be relatively small, with many instances in which the within-subject variation exceeded the between-subject variation, and in which case no interpretable ICC(1) value was produced. However, several small and medium effect sizes were found, with ICC(1) values as large as .24 reported. Given these findings, aggregation of the data is supported, with the caveat that future research should investigate whether the overall small effect sizes were due to the use of a shortened measure, or due to the instrument itself.

Table 4.
ICC(1) Values for Revised LOCS Dimensions

LOCS Dimension	Current Organization	Ideal Organization	Locals in Home Country Ideal	Locals in Host Country Ideal
Innovative	*	.01	.09	*
Dominance	*	*	*	.24
Pace	.15	*	.02	.07
Friendly	.01	.01	.01	*
Prestigious	.03	.07	*	.09
Trendy	*	.04	*	.18
Corporate Social Responsibility	.12	.02	*	.07
Traditional	.03	*	.04	.07
Diverse	.03	*	.07	*

* Between-subject variation is smaller than within-subject variation. Aggregation is not appropriate for these scales.

In contrast, ICC(2) can be thought of as a statistic informing the researcher whether participants' mean ratings can be accurately distinguished between groups (Hofmann, 2002). For the purpose of this study, ICC(1) was considered the most important in determining the

appropriateness of aggregation, though the information provided by ICC(2) may be a similarly important consideration. ICC(2) data was therefore also gathered, as reported in Table 5.

Table 5.
ICC(2) Values for Revised LOCS Dimensions

LOCS Dimension	Current Organization	Ideal Organization	Locals in Home Country Ideal	Locals in Host Country Ideal
Innovative	*	.07	.58	*
Dominance	*	*	*	.77
Pace	.65	*	.18	.46
Friendly	.07	.07	.10	*
Prestigious	.28	.51	*	.52
Trendy	*	.37	*	.71
Corporate Social Responsibility	.61	.24	*	.45
Traditional	.25	*	.39	.45
Diverse	.23	*	.54	*

* Between-subject variation is smaller than within-subject variation. Aggregation is not appropriate for these scales.

.70 is commonly considered an appropriate cut-off score suggesting adequate levels of ICC(2) (LeBreton & Senter, 2008). However, this sample did not produce adequate values under nearly all circumstances. Only Dominance and Trendy ratings in one measurement category reached above .70, suggesting high levels of error variance in ratings. In usual cases, these scores would not justify aggregation; however, due to the ICC(1) values already provided, aggregation of the data is considered acceptable, though results should be considered exploratory.

Core self-evaluations. Judge, Erez, Bono, and Thoreson's (2009) 12 item measure of core self-evaluations was used. Items on this scale are rated on a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) ($\alpha=.82$).

Personality. The 50-item IPIP representation of Costa and McCrae's (1992) five NEO domains (Goldberg et al., 2006) was used to measure dimensions of personality in this study. These IPIP (International Personality Item Pool) dimensions have been found to correlate highly with Costa and McCrae's (1992) NEO Personality Inventory dimensions of Agreeableness, Extraversion, and Openness to Experience. Items on this scale are rated from 1 (very inaccurate) to 5 (very accurate) (Extraversion $\alpha=.88$, Agreeableness $\alpha=.86$, Conscientiousness $\alpha=.82$, Emotional Stability $\alpha=.86$, Openness to Experience $\alpha=.79$).

Demographic questionnaire. Information such as age, home country, cultural identity, education, employment status, hours of work per week, and items pertaining to work history were included in this questionnaire.

Expatriate experience questionnaire. Expatriates were asked a series of questions relating to their experiences living abroad in this questionnaire, including questions related to the type of organization to which they are employed, length of time abroad, ability to communicate in the host country's language(s), previous cross-cultural experience, cross-cultural training, and whether they believe their work related values have changed.

Job satisfaction. The five-item Brayfield-Rothe (1951) job satisfaction scale was used to measure individuals' level of satisfaction with their current job. Items on this scale are rated on a seven point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree), and include items such as "Most days I am enthusiastic about my work" and "I feel fairly satisfied with my present job" ($\alpha=.86$).

Job search behaviors. A six-item scale adapted from Blau's (1994) measure of active job search behaviors was used to determine employees' current job search behaviors. The reliability of this shortened version of Blau's scale has been verified in past experiments (Chapman, Reeves, & Chapin, 2013). Items on this scale were measured using a five point Likert scale ranging from 1 (never) to 5 (very frequently) and include items measuring the frequency that participants sent resumes to other potential employers and filled out job applications ($\alpha=.91$).

General subjective fit. To measure general subjective fit the same five-item scale adapted from Piasentin and Chapman (2007) that was used in Chapman, Reeves, and Chapin's (2013) study was used. Items were measured on a seven point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The five items chosen include: "I fit in well with other people who work in my organization", "Other people in my organization would say that I am a good fit with the company", "I often feel like I am not well suited to the company I work for" (reverse keyed), "Overall, I feel that my organization is a good match for me", and "I would probably fit in better at another organization than the one I currently work for" (reverse keyed) ($\alpha=.84$).

Psychological safety scale. A seven-item scale adapted from Edmondson's (1999) measure of psychological safety in teams was included. Items were adapted to reflect an individual's psychological safety within a country rather than within a team. For example, item wording was changed from, "It is difficult to ask other people working in this team for help" to "It is difficult to ask other people living in this country for help". Items were measured on a five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The adapted scale did not demonstrate adequate reliability ($\alpha=.55$) and therefore was removed from further analyses.

Chapter Three: Results

Appendix D displays the means, standard deviations, internal consistency reliabilities, and intercorrelations among the value dimensions and other variables.

3.1 Preliminary Analyses

An outlier analyses using Mahalanobis distances was carried out, a multivariate method of determining the distance between a response and the related mean of the input variables. All variables to be used in analyses were included, resulting in a total of 230 variables and 229 degrees of freedom. Four outliers were present in the data set, and further scrutiny determined the cause for this result was a response of “1” on all Likert-type questions for these cases. As this data was determined to be of little meaningful use for these analyses, these cases were removed from all further analyses.

3.2 Hypothesis 1

Due to the insufficient sample size for carrying out confirmatory factor analysis procedures, and thereby the insufficient power to detect factors, an exploratory approach was taken in analyzing and interpreting the available data. Four separate principle components analyses (PCA) were run on the 37 descriptive adjectives of the shortened LOCS on the data from the 166 employed expatriates. Separate analyses were conducted on the adjective data representing the expatriates’ current organizations’ values, ideal organizational values, perceived ideal organizational values from locals in the host countries, and perceived ideal organizational values from locals in the home countries. Following the recommendations of Kim and Ferree (1981), all variables were first standardized by subtracting the mean adjective value from each

adjective and dividing it by the standard deviation. In each case, the Kaiser-Meyer-Olkin measure of sampling adequacy was above .8, suggesting that the data was suitable for principle components analysis (for current organizations' values, .85; for ideal organizational values, .81; for ideal organizational values of locals in the host countries, .82, for ideal organizational values of locals in the home countries, .82). Bartlett's test of sphericity was significant ($p < .001$) in all cases, indicating that sufficient correlation exists between variables to proceed with the analyses. Correlation among the components was generally average, with most factors correlating around .2 to .4, with only two correlations above the .5 mark and none higher than that, which suggests that allowing an oblique rotation was necessary.

Between nine and ten factors were found to have eigenvalues of approximately 1.00 or over in all cases, though no clear "elbow" was observed from the scree plots. As such it was determined that the factors would be forced onto a seven, eight, and nine factor solution. Due to the fact that the original LOCS dimensions showed significant correlation among the factors, an oblique rotation was chosen in performing the analyses. Direct oblimin and promax oblique rotations are two types of oblique rotation supported by SPSS, and have been shown to produce very similar results in the past (Ivancevic & Ivancevic, 2007). In this case, a promax rotation was chosen due to the large dataset following the recommendations of Ivancevic & Ivancevic (2007).

Overall, the nine factor solution was judged to most cleanly represent the data. Items were considered a good fit on a factor if they produced loadings of .4 or above and did not load onto two or more factors at loadings of .4 or above. The full structure matrices for all four principle components analyses are included in Appendix E.

Looking at the data for the expatriates' current organizations, the nine-factor solution accounted for 69% percent of the total variance in the 37 items. The "Diverse", "Traditional",

“Pace”, and “Dominant” dimensions all clearly loaded together as their own factors. Three of the “Prestigious” dimension items loaded together, with the final item also producing a crossloading of .48 with the same factor. Three of the five “Friendly” dimension items loaded together onto one factor, with the other two (reverse scored) items loading together onto a separate factor. Likewise, three of the “Trendy” dimension items loaded together onto one factor, with the other two items loading together onto a separate factor. The “Corporate Social Responsibility” factor included in the original LOCS was split over two factors, with two items mixing with “Pace” items and two items mixing with “Friendly” items. Finally, the “Innovative” dimension saw the least sound structure, with all five items loading onto five different factors and producing high crossloadings with other factors. Overall, the items from the LOCS factors did hold together well given the low sample size and the fact that the LOCS was significantly shortened from the original 135 item measure.

The principle components analysis for the data on expatriates’ ideal organizations reveals the same general pattern of results. The nine-factor solution explained 67% of the total variance, and again the dimensions of “Diverse”, “Dominant”, and “Pace” loaded completely and fully together on one factor. In addition, the “Corporate Social Responsibility” items also loaded completely together- though the items grouped together in one factor with the “Friendly” items. However, in this case the “Traditional” dimension was split between several factors. As in the previous analysis, the reverse scored “Friendly” items loaded onto one factor while the positively loaded items loaded onto a separate factor. The “Innovative” factor items loaded better with this data, with three items loading together on one factor and the remaining items loading together onto a second factor. Three of the four “Prestigious” items loaded together, with the fourth item

crossloading at .49. Finally, the “Trendy” dimension in this analysis loaded onto several factors, though the items seemed to have high crossloadings among one another.

68% of the total variance was accounted for by the principle components analysis run on the data from the expected ideal organizational values of locals within the expatriates’ host countries. Again in this analysis, “Diverse” and “Dominant” loaded fully onto their own factors. As in the previous analyses, the “Friendly” dimension split the reverse scored and positively valenced items between two factors. The “Innovative” factor, as in the previous analysis, loaded more strongly onto one factor, with only one item loading onto a separate factor with a high crossloading observed for that item. “Pace”, however, was split between two factors, and “Prestigious” loaded onto several factors, though the items were found to have high crossloadings among one another. “Corporate Social Responsibility” did not appear to load strongly onto one factor, and the items were split over several factors, and that same pattern held for the “Traditional” and “Trendy” factors as well.

Finally, the final analysis for the data on the expected ideal values of locals within the expatriates’ home countries revealed the same general pattern. 70% of the total variance was accounted for in the nine-factor solution. “Dominant” and “Diverse” each had all of the LOCS items load together onto one factor. Four of the five “Pace” items loaded together on one factor, with the final item producing a crossloading of .54 with the factor. As in the other analyses, “Friendly” loaded onto two factors, with the positively valenced items on one factor and the negatively valenced items on the other. Similarly in this analysis, the negatively valenced “Traditional” items loaded onto one factor and the other items loaded onto a separate factor. For the “Prestigious” factor, three of the four items loaded together in one factor, with the final item

loading separately. The “Innovative” factor items were split between several factors in this analysis, as were the “Corporate Social Responsibility” items and the “Trendy” items.

Overall, the results from these analyses show that the Dominant and Diverse factors of the LOCS are very strongly replicable across cultures and samples, producing clear factors each time despite the very low power used in these analyses. The Friendly factor likewise consistently loaded onto two factors, and as such it may be worthwhile to determine whether that factor may theoretically provide better rationale when broken down. Other factors produced fairly consistent results in which many of the items loaded together in most cases, though the Trendy factor items were found to very frequently separate into several different factors.

3.3 Hypothesis 2

Participants completed surveys regarding their current level of job satisfaction, subjective fit with the organization, and active job search behaviors in addition to rating the LOCS adjectives. These three measures were chosen as all three have previously been shown to relate to certain LOCS dimensions (Chapman et al., 2013).

Scale scores were calculated for each of the nine shortened LOCS dimensions for the ratings of expatriates’ current organizations’ values. Only this list of ratings was chosen, as opposed to the lists of ratings regarding ideal organizational values, perceived ideal organizational values of locals in the host country, and perceived ideal organizational values of locals in the home country, as the LOCS was only intended to predict *current* job satisfaction, subjective fit, and active job search behaviors. These scales were then used in linear regression equations to predict each of the three outcome variables. Zero order correlations are shown in

Table 6. In general, the shortened LOCS dimensions were found to predict both job satisfaction and subjective fit, but not active job search behaviors.

Job Satisfaction. Expatriates' ratings of their current organizations' values using the LOCS were determined to be a significant predictor of job satisfaction ($R^2 = .35$, $F(9, 153) = 9.28$, $p < .001$). Particularly, the Innovative, Pace, and Friendly dimensions of the LOCS were significantly predictive of job satisfaction, with all three having a positive relationship with the variable.

Subjective Fit. The nine shortened LOCS dimensions were also found to be significantly predictive of subjective fit when used by employees rating the values of their current organizations ($R^2 = .37$, $F(9, 151) = 9.73$, $p < .001$). The Innovative scale drove the significance in particular, with marginal significance also observed in the Friendly scale.

Job Search Behaviors. Ratings of expatriates' current organizations' values were not found to be predictive of active job search behaviors ($R^2 = .06$, $F(9, 153) = 1.01$, $p = .44$).

Table 6.
LOCS Dimensions and Organizational Outcomes

Dimension	Job Satisfaction	Perceived Fit	Job Search Behaviors
Innovative	.40**	.35**	-.14
Dominant	.13*	.12	.01
Pace	.24	-.01	.02
Friendly	.31**	.15	-.01
Prestigious	-.04	-.13	-.00
Trendy	-.00	.07	-.08
Corporate Social Responsibility	-.02	.14	-.16
Traditional	-.13	.11	-.10
Diverse	-.13	.07	.08
$F(9,153)$	9.28**	9.73**	1.01
R^2	.35**	.37**	.06

^a N = 153 for Job Satisfaction and Job Search Behaviors, N = 151 for Perceived Fit. The values in the table are standardized beta weights

* $p < .05$

** $p < .01$

3.4 Hypothesis 3 and Research Questions

A within-subjects approach was taken in analyzing the data regarding the expatriates current and ideal organizations' values, as well as the expected values of locals in the host and home countries. In this way, the power from the low sample size was maximized. In addition, to add to the power and make running the analyses possible, similar cultural clusters were grouped together, resulting in three main clusters of focus: Anglo, Euro, and Asian. Included in the Anglo sample were participants who were born and raised Canada, the United States of America, the United Kingdom, and Australia ($n = 34$). The Euro sample comprised a wide-ranging group from Nordic Europe, Latin Europe, Germanic Europe, and Eastern Europe ($n = 47$). The Asian sample contained respondents from the Confucian and Southern Asian cultural clusters ($n = 14$). Due to low sample size, the data from South American, African, and Arab groups was unable to be included in analyses.

While the groupings used in these analyses are not as finely grained as those within the GLOBE study, there is theoretical rationale for them. Already the GLOBE study combines all Anglo countries into one group containing similar cultural values, and as such there should be no question over the grouping of this cultural cluster. Similarly, the Asian cultural cluster used in this study relies on only two groups proposed by the GLOBE study; in fact, a far-reaching Asian cluster has been used in much prior empirical research (Ronen & Shenkar, 1985). The GLOBE researchers state that when adequate sample size is not possible, this single cluster, containing both Southern Asian and Confucian Asian countries, is the most likely to appear and stick together in analyses (Gupta & Hanges, 2004). As such, though grouping these two clusters together may not produce as finely grained results, the similarities between the clusters and the low power suggest that grouping them together in this case is theoretically supported. Although a

great number of countries were grouped together into the Euro group, it is also theorized for the purpose of this study that the similarities linking the countries together would produce a stronger result than that which would be found by separating them and lessening the power further. It is accepted that for the purpose of studying personal values, more specific cultural clusters are necessary, as the history each country within Europe has experienced will strongly impact the level of personal values observed. Supporting this theory is decades of cross-cultural work determining that value differences that exist between these countries (Gupta, Hanges, & Dorfman, 2002). However, within this study it is *work* values that are being considered specifically, and as such a different approach may be better suited to the data. Although each country has its own unique history, in the present each country included in the Euro cluster is member of the European Union, which links countries together through economic ties and provides a base level of workers' rights and organizational requirements to which each citizen is entitled. It is proposed that these links provide a stronger basis for similarity than difference within the work environment, and as such provide theoretical rationale to group the Euro-zone countries for the purpose of this study.

Analyses were run between the groups of participants that had relocated from an Anglo country to a Euro country (Anglo-Euro group), from an Anglo country to an Asian country (Anglo-Asian group), and from a Euro country to an Anglo country (Euro-Anglo group). Beyond those comparisons, any analysis conducted would rely on too small a sample to draw significance, and as such only means and standard deviations are discussed broadly. Based on the findings from the GLOBE study, expected organizational values by cluster are described in Table 7.

The goal in analysis was to detect differences in the responses to subsets of value measurement, and determine whether this effect was primarily observed between different cultural clusters. In order to further test these hypotheses, analyses were also conducted on a group of participants who had relocated from an Anglo country to a different Anglo country ($n = 16$), to ascertain whether any relocation-based differences occurred within that group.

Table 7.

Organizational Value Cluster Classification

Value Dimension	High-Score Clusters	Mid-Score Clusters	Low-Score Clusters
Pace (Performance Orientation)		Anglo Euro	Asia
Trendy (Assertiveness)	Asia	Anglo Euro	
Traditional (Future Orientation)		Anglo Euro	Asia
CSR (Humane Orientation)	No difference predicted	No difference predicted	No difference predicted
Friendly (In-group Collectivism)	Anglo	Euro	Asia
Prestigious	Research Question 2	Research Question 2	Research Question 2
Diverse (Gender Egalitarianism)	Anglo	Euro	Asia
Dominance (Power Distance)	No difference predicted	No difference predicted	No difference predicted
Innovative (Uncertainty Avoidance)	Anglo	Euro	Asia

First, the means from the group of Anglo-born, Anglo-relocated participants were compared for each of the organizational values. Means and standard deviations are reported in Table 8.

Table 8.

Means and Standard Deviations of Organizational Values in Anglo-Anglo participants.

Value Dimension	Current Values	Host Country Values	Ideal Values	Home Country Values
Dominance	3.18 (.81)	3.10 (.64)	2.79 (.57)	2.97 (.42)
Innovative	3.32 (.59)	3.67 (.62)	4.03 (.48)	3.57 (.64)
Pace	3.72 (.61)	3.93 (.57)	4.51 (.36)	4.23 (.42)
Friendly	3.34 (.59)	3.57 (.50)	3.77 (.47)	3.82 (.42)
Prestigious	3.19 (.74)	3.62 (.65)	3.81 (.64)	3.79 (.63)
Trendy	3.83 (.61)	3.93 (.45)	4.15 (.43)	4.15 (.42)
CSR	3.84 (.65)	3.98 (.68)	4.33 (.52)	3.98 (.62)
Traditional	3.10 (.80)	3.13 (.65)	4.00 (.37)	3.53 (.44)
Diverse	4.08 (.73)	4.04 (.90)	4.54 (.48)	3.77 (.99)

^a $n = 13$

The means appeared fairly closely grouped on a five-point scale for most of the organizational values measured, as would be expected in this case. Following that basic assumption, a mixed model GLM was run, using the control variables of age, tenure, previous cross-cultural experience, cross-cultural training, local language ability, and type of organization (either multinational or local) as covariates with the purpose of determining whether any of these means were significantly different.

The comparisons between the groups did not overall find significance for Dominance ($F(3, 18) = 1.19, ns$), Innovative ($F(3, 18) = 1.45, ns$), Pace ($F(3, 18) = .51, ns$), Friendly ($F(3, 18) = .80, ns$), Prestigious ($F(3, 18) = .25, ns$), Trendy ($F(3, 18) = .91, ns$), Corporate Social Responsibility ($F(3, 18) = .23, ns$), or Diverse ($F(3, 18) = 2.12, ns$). However, the model for the value dimension of Traditional did reach significance ($F(3, 18) = 4.44, p = .017$), suggesting that differences between two or more groups exist. A post-hoc pairwise comparison was run using the Bonferroni correction, to discover which groups were driving this significance. Only the comparison between current organizations' values and ideal organizational values was significant, leading to the finding that despite the significant difference, neither home nor host country affected the finding itself.

To continue testing Hypothesis 3a-g and the two research questions, the same mixed model GLM approach in comparing the organizational values of participants on each of the value dimensions was taken. The control variables of age, tenure, previous cross-cultural experience, cross-cultural training, local language ability, and type of organization (either multinational or local) were added as covariates in each analysis.

A multilevel approach using a nested design was considered for these analyses; however, such an analysis would require using the same data in drastically different ways. In order to conduct the analyses, expatriates' current organizations' values and home country values would need to be grouped as level one variables, while host country values and ideal values would need to be nested and grouped as level two variables. Because the data is dependent and repeated, but all measured at the same time point, a longitudinal method was not necessary and the mixed model GLM approach both allows parsimony and comparison at all four levels.

3.4.1 Hypothesis 3a

In the GLOBE study, significant differences were only found between Arab/Latin American groups and all other groups, and as such no significant difference hypotheses could be predicted between the remaining Anglo, Euro, and Asian groups. Table 9 shows the means and standard deviations in the Dominance dimension by all cultural clusters.

No significant differences between groups were found for the Anglo-Euro group ($F(3, 12) = .80, ns$), the Euro-Anglo group ($F(3, 63) = 2.01, ns$), or the Anglo-Asia group ($F(3, 21) = 1.02, ns$). However, it appears through observation of the means that the Asian-Anglo and Asian-Euro groups both rank their ideal Dominance value as much less than their home country Dominance value. As GLM significance tests could not be performed on the data from these

groups, further testing in a sample with higher power is especially necessary. Additionally, the Anglo-Euro and Anglo-Asian groups also both show ideal means lower than home country values, suggesting a potential direction for significant results provided a larger sample, though in this sample the testing was nonsignificant. As a beginning point, this data suggests that individuals who relocate from Asian cluster countries could potentially express ideal dominance values at a much lower point, matching the host country values, and that the same may be true for Anglo cluster individuals, though to a lesser extent.

Table 9.

Means and Standard Deviations for the Dominant Value Dimension

Cluster	Current Org Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	2.82 (1.59)	3.15 (1.10)	2.45 (1.15)	3.52 (.92)
Anglo-Asian ^b	2.76 (1.10)	3.83 (.64)	2.62 (.89)	3.31 (.58)
Euro-Anglo ^c	2.79 (1.12)	2.98 (1.03)	2.35 (.84)	2.90 (.96)
Euro-Asian ^d	2.89 (1.05)	3.63 (.95)	2.56 (1.15)	2.85 (.63)
Asian-Anglo ^e	3.04 (1.10)	3.96 (.84)	3.59 (.94)	4.15 (.80)
Asian-Euro ^f	1.89 (1.03)	2.89 (1.18)	2.15 (1.13)	3.52 (1.02)

^a n = 11 ^b n = 14 ^c n = 28 ^d n = 9 ^e n = 9 ^f n = 9

3.4.2 Hypothesis 3b

As in Hypothesis 3a, Hypothesis 3b followed the same mixed model GLM procedure and used the same control variables. In this case, the value dimension of Pace was compared between all cultural clusters. Based on information from the GLOBE study, it was hypothesized that while Anglo and Euro groups would both have similar scores, participants who had relocated to an Asian cultural cluster country would have significantly lower ideal scores on this dimension. Table 10 shows the means and standard deviations for all cultural clusters on this Value Dimension.

Table 10.

Means and Standard Deviations for the Pace Value Dimension

Cluster	Current Org Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	3.38 (.90)	4.16 (.78)	4.56 (.34)	4.44 (.55)
Anglo-Asian ^b	3.14 (.71)	4.11 (.57)	4.31 (.64)	4.05 (.49)
Euro-Anglo ^c	3.28 (.92)	4.01 (.47)	4.43 (.51)	4.24 (.63)
Euro-Asian ^d	3.51 (.76)	3.87 (.69)	4.33 (.36)	4.04 (.63)
Asian-Anglo ^e	3.66 (.28)	4.13 (.46)	4.24 (.36)	3.93 (1.01)
Asian-Euro ^f	3.51 (1.04)	3.51 (.57)	4.69 (.32)	4.16 (.68)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

Neither the Euro-Anglo group ($F(3, 63) = 1.59, ns$), the Anglo-Euro group, ($F(3, 12) = 1.97, ns$), nor the Anglo-Asia group ($F(3, 21) = .79, ns$) showed a significant difference between any levels. In observing the means, it becomes clear that contrary to the hypothesis, individuals who relocated to an Asian cluster in fact show higher ideal Pace values than expected home country values. The results in general suggest that no difference in pattern may be observed for this dimension regardless of cultural orientation. In all cases, participants ranked ideal values, host country values, and home country values as relatively similar- and in all cases participants' ideal values were higher than their perceived current organizations' values, and expected home and host country values. As a whole, this suggests that regardless of cultural cluster, all individuals in this sample seem to prefer high Pace values in an organization.

3.4.3 Hypothesis 3c

The Value Dimension of Innovative was compared by each cultural cluster for Hypothesis 3c. According to the GLOBE study data, all three groups used in this analysis were expected to significantly differ from one another. Specifically, it was hypothesized that individuals who had relocated to an Anglo cultural cluster would express significantly higher ideal Innovative ratings than those who had relocated to a Euro or an Asian country. In turn, it

was also hypothesized that those who had relocated to a Euro country would express significantly higher Innovative preferences than those who had relocated to an Asian country.

Table 11 shows the means and standard deviations by cultural cluster for Innovative.

No significant differences between groups were found for the Euro-Anglo group ($F(3, 63) = 2.01, ns$), the Anglo-Euro group ($F(3, 12) = .12, ns$), or the Anglo-Asia group ($F(3, 21) = .52, ns$). Comparison of the means in this case shows very little perceived difference between any of the home and host country groups, and relatively stable ideal values regardless of cultural cluster.

Table 11.

Means and Standard Deviations for the Innovative Value Dimension

Cluster	Current Org Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	3.29 (.90)	3.38 (.90)	4.16 (.65)	3.96 (.56)
Anglo-Asian ^b	3.29 (.39)	3.79 (.69)	4.27 (.46)	3.97 (.59)
Euro-Anglo ^c	3.56 (.58)	3.86 (.65)	4.18 (.60)	3.81 (.68)
Euro-Asian ^d	3.44 (.76)	3.60 (.50)	3.94 (.72)	3.53 (.62)
Asian-Anglo ^e	3.42 (.32)	3.73 (.61)	3.89 (.72)	3.53 (1.06)
Asian-Euro ^f	3.78 (.70)	3.33 (.57)	4.07 (.45)	3.73 (.87)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

3.4.4 Hypothesis 3d

Hypothesis 3d focused on the value dimension of Friendly. It was hypothesized that significant differences would be found between each group on this value, in that individuals living in an Anglo country would have Friendly ratings significantly higher than Euro and Asian country expatriates, and that Euro residents would have significantly higher ratings than residents in Asian countries. The means and standard deviations by cultural cluster on the Value Dimension of Friendly are presented in Table 12.

Table 12.

Means and Standard Deviations for the Friendly Value Dimension

Cluster	Current Org Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	3.42 (.55)	3.62 (.52)	3.60 (.54)	3.45 (.68)
Anglo-Asian ^b	3.11 (.81)	3.46 (.58)	3.80 (.44)	3.91 (.46)
Euro-Anglo ^c	3.10 (.60)	3.51 (.56)	3.55 (.61)	3.62 (.46)
Euro-Asian ^d	2.71 (.45)	3.69 (.52)	3.82 (.63)	3.76 (.60)
Asian-Anglo ^e	3.22 (.25)	3.53 (.80)	3.71 (.69)	3.49 (1.03)
Asian-Euro ^f	3.44 (.57)	3.89 (.87)	3.69 (1.12)	3.47 (.66)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

Mixed model GLM analyses did not reveal any significant differences in ratings from the Euro-Anglo group ($F(3, 63) = 1.00$, *ns*), the Anglo-Euro group ($F(3, 12) = 1.20$, *ns*), or the Anglo-Asia group ($F(3, 21) = .79$, *ns*). Similar to the previous analyses, no clear pattern could be discovered through comparison of the means either- though it appears that in regards to the Friendly value dimension, most participants perceive their current organization's level of friendliness to be near their ideal value. It also appears that ratings of home and host country friendliness are very similar regardless of cultural orientation.

3.4.5 Hypothesis 3e

The responses from participants on the Traditional value dimension were analyzed for Hypothesis 3e. It was hypothesized that significant differences would be found between the Asian cultural cluster and all other clusters, with the Asian cluster ranking lower on the Traditional dimension than either other cluster. The means and standard deviations from this analysis are shown in Table 13.

A significant difference was observed between the groups within the Anglo-Asian group ($F(3, 21) = 3.18$, $p = .045$). Post hoc pairwise comparisons were carried out using the Bonferroni adjustment, and revealed marginally significant differences between the current organizations'

and expected host country organization levels ($p = .089$) and the current organizations' and ideal levels ($p = .073$). Specifically, ideal Traditional values and expected host country Traditional values are significantly higher than participants rated their current organizations' Traditional values. It was expected that individuals who had relocated to Asian cluster countries would rank their host country *and* current organizations' low on the Traditional value, when in fact that they consistently perceive their host countries organizations' values as high on Traditional. This may suggest that while their own ideal values are closer matched with those of their host countries, it may be due to other factors than their current organizational value profile. However, comparison of the means suggests that ideal Traditional values do not appear to be very different regardless of cultural cluster.

Table 13.
Means and Standard Deviations for the Traditional Value Dimension

Cluster	Current Org Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	3.23 (1.02)	3.45 (.88)	4.05 (.83)	3.82 (.59)
Anglo-Asian ^b	3.23 (.61)	3.77 (.53)	3.98 (.50)	3.68 (.53)
Euro-Anglo ^c	3.19 (.99)	3.51 (.62)	4.00 (.62)	3.60 (.61)
Euro-Asian ^d	2.78 (1.03)	3.61 (.52)	3.97 (.34)	3.39 (.66)
Asian-Anglo ^e	3.22 (.69)	3.86 (.47)	3.61 (.49)	3.58 (.76)
Asian-Euro ^f	2.81 (.58)	3.28 (.96)	3.59 (.48)	3.47 (.66)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

No significant differences were found in either the Euro-Anglo group ($F(3, 63) = .02, ns$) nor the Anglo-Euro group ($F(3, 12) = .32, ns$).

3.4.6 Hypothesis 3f

Finally, the Diverse value dimension was hypothesized to map onto the Gender Egalitarian GLOBE value dimension, and as such significant differences were predicted between all three groups. Individuals located within the Anglo cultural cluster were expected to express

the highest ratings on this factor, significantly higher than either the Euro or Asian clusters. Likewise, the Euro cluster was hypothesized to have significantly higher ratings than that of the Asian cluster. Table 14 provides the means and standard deviations for all cultural clusters on the dimension of Diverse.

No significant differences were found between levels for the Euro-Anglo group ($F(3, 63) = 1.20$, *ns*), the Anglo-Asia group ($F(3, 21) = .93$, *ns*), or the Anglo-Euro group ($F(3, 12) = 3.04$, *ns*). Among the groups, means seem similar among all cultural clusters, with ideal values consistently ranked higher than both home and host country values.

Table 14.

Means and Standard Deviations for the Diverse Value Dimension

Cluster	Current Org Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	4.05 (.79)	3.55 (.91)	4.41 (.77)	3.36 (.90)
Anglo-Asian ^b	3.32 (1.22)	3.10 (1.13)	4.54 (.72)	3.43 (1.16)
Euro-Anglo ^c	3.96 (1.00)	3.46 (.78)	4.43 (.63)	3.13 (.97)
Euro-Asian ^d	3.72 (1.25)	3.50 (.75)	4.44 (.46)	3.11 (1.02)
Asian-Anglo ^e	3.61 (1.02)	3.78 (.85)	3.94 (.85)	3.11 (.65)
Asian-Euro ^f	3.56 (.73)	3.39 (1.08)	4.31 (.70)	3.44 (.82)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

Given the fact that expatriates in general have been found to rank more highly in the personality trait of Openness to Experience, the lack of results for this dimension may be due to a strong moderator effect, and as such further planned moderator analyses were determined to be of special importance for this dimension.

3.4.7 Research Question 1

Due to the fact that the Trendy value dimension did not appear to strongly map onto any of the GLOBE value dimensions, the effect of cultural cluster on this dimension was treated as a research question. However, given the theoretical links between the LOCS dimension of Trendy

and the GLOBE dimension of Assertiveness, it was considered that the same pattern of results could be observed. If the Trendy dimension did in fact map onto the Assertiveness GLOBE dimension, it would be expected that significantly higher ratings would be found from participants living in an Asian cultural cluster than from those living in both Anglo or Euro cultural clusters. Table 15 shows the means and standard deviations found in all cultural clusters for the Trendy Dimension.

Neither the Euro-Anglo group ($F(3, 63) = .91, ns$), the Anglo-Euro group, ($F(3, 12) = .75, ns$), nor the Anglo-Asian group ($F(3, 21) = .16, ns$) saw significant differences between the four levels.

Table 15.

Means and Standard Deviations for the Trendy Value Dimension

Cluster	Current Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	3.84 (.92)	3.85 (.81)	4.11 (.68)	4.20 (.78)
Anglo-Asian ^b	3.89 (.46)	4.40 (.47)	4.11 (.45)	4.27 (.44)
Euro-Anglo ^c	3.83 (.67)	4.12 (.50)	4.08 (.45)	4.19 (.47)
Euro-Asian ^d	3.82 (.87)	4.22 (.52)	4.20 (.54)	4.00 (.54)
Asian-Anglo ^e	3.93 (.32)	4.16 (.53)	4.27 (.40)	3.96 (.76)
Asian-Euro ^f	3.77 (.33)	3.72 (.59)	4.04 (.53)	4.27 (.55)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

Checking the means, although no clear pattern emerged in the current organizational, ideal values, and home country values levels, looking at the host country levels shows the lowest means belonging to the Euro resident group, middling levels belonging to the Anglo resident group, and the highest means belonging to the Asian resident group. As these means fall in the anticipated direction that would link the Trendy dimension with the Assertive GLOBE dimension, it may be that with stronger power these differences in groups and levels would become clearer.

3.4.8 Research Question 2

The second research question rests on the differences by cultural cluster on the value dimension of Prestigious. The dimension itself did not appear to map onto any of the GLOBE value dimensions, and as such no direct hypotheses were made and an exploratory approach was taken. Table 16 shows the means and standard deviations that were found for the dimension.

In this case, no significant results were found for the Euro-Anglo group ($F(3, 63) = 1.51$, *ns*), the Anglo-Euro group ($F(3, 12) = .20$, *ns*), or the Anglo-Asian group ($F(3, 21) = .34$, *ns*). Among the host country value ratings, the highest values were found in the Asian resident group, though no other obvious patterns emerged in the data for this dimension.

Table 16.

Means and Standard Deviations for the Prestigious Value Dimension

Cluster	Current Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	3.14 (1.11)	3.59 (1.20)	3.61 (.85)	3.89 (.76)
Anglo-Asian ^b	3.40 (.69)	4.18 (.59)	3.64 (.93)	4.02 (.65)
Euro-Anglo ^c	3.23 (.79)	3.39 (.66)	3.77 (.66)	3.71 (.91)
Euro-Asian ^d	3.64 (.83)	4.25 (.52)	3.89 (.65)	3.67 (.81)
Asian-Anglo ^e	3.44 (.69)	3.89 (.52)	3.89 (.33)	4.03 (.74)
Asian-Euro ^f	3.00 (.65)	3.47 (.88)	3.25 (.98)	3.64 (.70)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

3.4.9 Research Question 3

Hypothesis 3e set out to determine whether differences in the value dimension of Corporate Social Responsibility existed based on the location of expatriates. However, the GLOBE study did not detect any significant differences based on location for their value dimension of Humane Orientation, and as such no significant differences were predicted between the three groups used in this analysis. Table 17 displays the means and standard deviations by cultural cluster for the CSR dimension.

Table 17.

Means and Standard Deviations for the CSR Value Dimension

Cluster	Current Values	Host Country Values	Ideal Values	Home Country Values
Anglo-Euro ^a	3.23 (.55)	3.75 (.68)	4.18 (.78)	3.77 (.68)
Anglo-Asian ^b	3.19 (.80)	3.57 (.67)	4.34 (.59)	3.89 (.80)
Euro-Anglo ^c	3.33 (.78)	3.67 (.62)	4.03 (.62)	3.63 (.74)
Euro-Asian ^d	3.14 (.79)	3.36 (.88)	4.19 (.46)	3.83 (.71)
Asian-Anglo ^e	3.69 (.46)	4.08 (.50)	4.11 (.77)	3.42 (.98)
Asian-Euro ^f	3.50 (1.02)	3.36 (.76)	4.56 (.42)	3.59 (.64)

^a $n = 11$ ^b $n = 14$ ^c $n = 28$ ^d $n = 9$ ^e $n = 9$ ^f $n = 9$

Significant differences between groups were found in the Anglo-Euro group ($F(3, 12) = 4.04$, $p = .034$) and the Anglo-Asia group ($F(3, 21) = 3.61$, $p = .03$), though not in the Euro-Anglo group ($F(3, 63) = .51$, ns). Given the significant results in two groups, post hoc pairwise comparisons were carried out using the Bonferroni correction to prevent Type 1 error. In the Anglo-Asia group, a significant difference was found between the current and ideal CSR values ($p = .009$), suggesting that this group's home country values were still more closely linked to their ideal values than the host country's values. While a significant difference was not found between host country values and ideal values, observation of the means suggests that, as previous research would anticipate, the current organizations' values are indeed closer to host country values, whereas home country and ideal values are closer ranked as well.

In the Anglo-Euro group, the significant difference was driven by the rankings between current organizations' values and ideal values ($p = .043$). Comparison of the means shows the direction of this difference, and similar to the previous group it appears as if individuals who relocated from an Anglo country hold significantly higher ideal CSR values than their current host country organizations' are providing.

That same pattern seems to continue into the Euro-Asian group, though significance testing was not possible. Both current organizations' and host country values seem to be far

lower than the rankings given for home country and ideal values in that case. Conversely, in the Asian-Anglo group, comparison of the means suggests that home country values on CSR are ranked quite low, while ideal and host country values are ranked far higher. Thus Asians and Europeans both perceive Asian culture as having lower CSR and also perceive Europe as having higher CSR.

In all, Hypothesis 3 was largely unsupported, with no strong pattern of results suggesting that expatriates organizational values more closely match with perceived host country organizational values than perceived home country organizational values.

3.5 Hypothesis 4

Miles and Shevlin's (2001) approach to moderation was followed for Hypotheses 4-7. Using this approach, a 2x2 ANCOVA was run with the continuous variable current organizational values used as the predictor and ideal organizational values used as the outcome variable for each of the value dimensions. The categorical variable, reason for expatriation (either not self-initiated, coded as 1, or self-initiated, coded as 2) was included as the moderator. As in the previous analyses, control variables were added as covariates.

According to Hypothesis 4, self-initiated expatriates should see a stronger relationship between their current organizations' and ideal organizational values, and as such no difference between groups should be seen in this level. Non-self-initiated expatriates, on the other hand, many of whom know they are working a job assignment and may soon repatriate back home, are theoretically less likely to adopt the local ideal organizational values, and as such a significant difference between current and ideal values is expected. No expected differences between

cultural clusters were proposed for any of the moderation hypotheses, and all expatriate data was included in these analyses, lending to a higher sample size and adequate power.

An interaction effect between CSR values and the reason for expatriation was a necessary first step in determining whether the reason for expatriation significantly affected CSR values. Unfortunately, none of the value dimensions produced a significant interaction effect, though further means observations were carried out to determine whether a pattern or direction could still be found. Results of these analyses are shown in Table 18.

Table 18.
ANCOVA Results: Reason for Expatriation Moderator Analyses

Value Dimension	Source	SS	df	MS	F
Innovative	Innovative*Reason	0.16	1	0.16	0.51
	Error	41.45	135	0.31	
Dominance	Dominance*Reason	.87	1	0.31	0.47
	Error	90.38	134	0.68	
Pace	Pace*Reason	0.13	1	0.13	0.33
	Error	52.49	134	0.39	
Friendly	Friendly*Reason	0.37	1	0.37	1.07
	Error	47.27	135	0.35	
Prestigious	Prestigious*Reason	0.05	1	0.05	0.13
	Error	52.04	134	0.39	
Trendy	Trendy*Reason	0.2	1	.02	.10
	Error	31.98	134	.24	
Traditional	Traditional*Reason	0.33	1	0.33	0.59
	Error	74.82	134	0.56	
CSR	CSR*Reason	0.95	1	0.95	2.46
	Error	51.40	133	0.39	
Diverse	Diverse*Reason	0.52	1	0.52	0.88
	Error	78.95	133	0.59	

In all cases aside from the Dominance value dimension, regardless of reason for expatriation, comparison of the levels showed that expatriates universally rated their current organizations' values as lower than their ideal organizational values. For Dominance, this finding was reversed, and ideal values were universally lower than current organizations' values.

Comparison of the means shows that the reason for nonsignificance is likely restriction of range. Using CSR values as an example: for not self-initiated expatriates the mean CSR current values fell at 3.54, compared to ideal values at 4.18. For self-initiated expatriates, mean current CSR values were found to be 3.30, compared to ideal values of 4.23. Although it appears that in fact self-initiated expatriates have a larger difference between current and ideal values, contrary to the hypothesis, this difference is nonsignificant due to restriction in range. Figure 1 shows the graph of this relationship, and makes it clearer still how closely in range all responses fall. In general, graphs for this moderator with other value dimensions show the same results, with little difference between the levels of the moderator, but with a slightly greater difference between current and ideal values for self-initiated expatriates, contrary to the expected direction. Hypothesis 4 was unsupported.

3.6 Hypothesis 5

Hypothesis 5 posited that individuals with high levels of core self-evaluations would see less difference between their current organizations' and ideal organizational values, compared to individuals who score mid-range and low on this variable.

Following this logic, it was expected that moderator analyses would show that the level of core self-evaluations would differentially impact mean scores between current organizations' and ideal organizational values. In order to achieve a split with equal group sizes, the scale score

for core self-evaluations was split with the lowest 33.33% of responses included in the “low” group, the middle 33.33% placed in the mid-level group, and the highest 33.33% of responses contained in the “high” group.

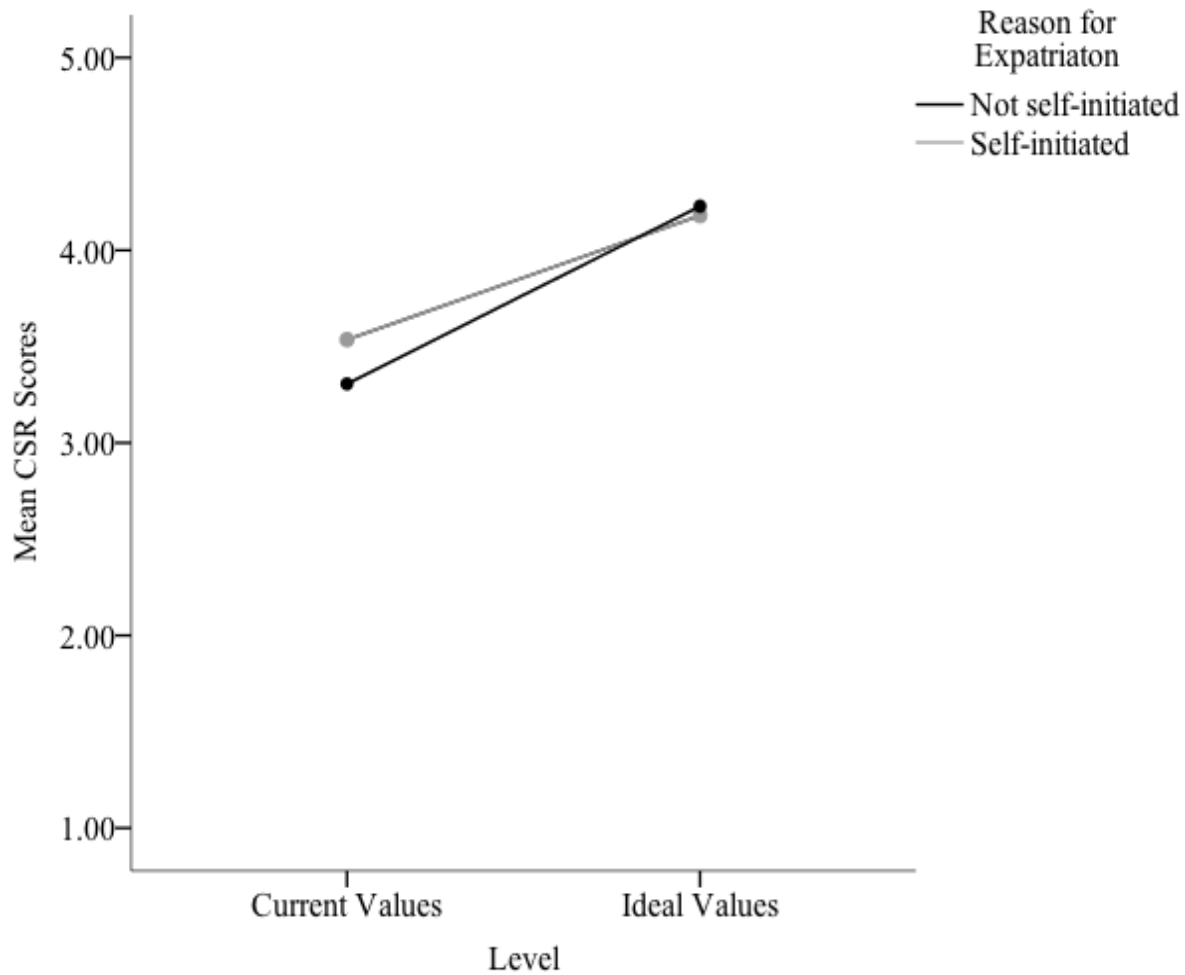


Figure 1. Mean CSR scores by current and ideal values, moderated by reason for expatriation

A significant interaction effect was found for the value dimensions of CSR ($F(2,131) = 4.07, p = .02$) and Traditional ($F(2,132) = 3.84, p = .02$), suggesting that the level of core self-evaluations may differentially affect mean CSR and Traditional ratings. No other significant interactions were found for the remaining value dimensions. Further testing was thus carried out

to determine the specifics of the interaction effect on the Traditional and CSR dimensions. Table 19 reports the significance tests for each of the value dimensions.

Table 19.
ANCOVA Results: Core Self-Evaluations Moderator Analyses

Value Dimension	Source	SS	df	MS	F
Innovative	Innovative*CSE	0.89	2	0.44	1.52
	Error	38.79	133	0.29	
Dominance	Dominance* CSE	0.34	2	0.17	0.25
	Error	90.94	132	0.69	
Pace	Pace* CSE	1.09	2	0.55	1.40
	Error	51.34	132	0.39	
Friendly	Friendly* CSE	1.35	2	0.67	1.92
	Error	46.65	133	0.35	
Prestigious	Prestigious* CSE	1.38	2	0.69	1.91
	Error	47.76	132	0.36	
Trendy	Trendy* CSE	0.47	2	0.24	1.09
	Error	28.50	132	0.22	
Traditional	Traditional* CSE	4.08	2	2.04	3.84 ^a
	Error	70.06	132	0.53	
CSR	CSR* CSE	2.97	2	1.49	4.07 ^a
	Error	47.80	131	0.37	
Diverse	Diverse* CSE	0.75	2	0.38	0.65
	Error	76.13	131	0.58	

^a Significant at $p < 0.05$

Estimated marginal means were calculated for each level of CSR at each level of core self-evaluations, holding the control variables constant. As hypothesized, results indicate a larger difference between current and ideal values at low levels of core self-evaluations (current $M = 3.25$, ideal $M = 4.22$) and mid-level core self-evaluations (current $M = 3.28$, ideal $M = 4.28$) than at high levels of core self-evaluations (current $M = 3.64$, ideal $M = 4.17$). Figure 2 supports these

findings, showing a smaller slope for high core self-evaluations than at other levels. This finding suggests that although ideal values of CSR do not seem dependent on level of core self-evaluations, individuals with higher core self-evaluations are more likely to rate their current organizations as closer to their ideal.

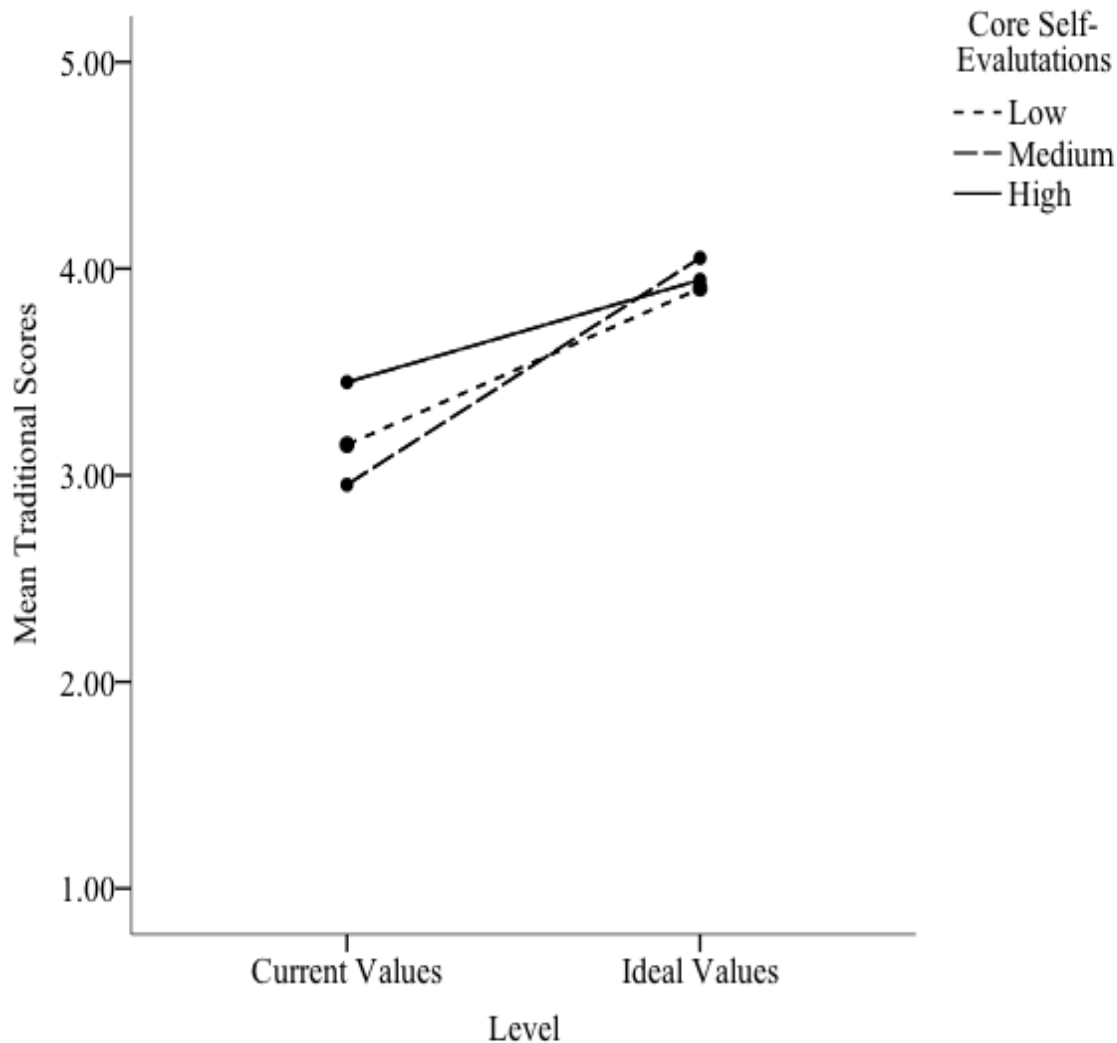


Figure 2. Mean CSR scores by current and ideal values, moderated by Core Self-Evaluations

Estimated marginal means were also calculated at each level of the Traditional dimension for each level of core self-evaluations, holding constant the control variables. Hypothesis 5 was also supported in these findings, with means showing low (current $M = 3.15$, ideal $M = 3.90$) and

mid-level (current $M = 2.95$, ideal $M = 4.05$) core self-evaluations with a larger difference between current and ideal values compared to high levels of core self-evaluations (current $M = 3.45$, ideal $M = 3.95$). Again in this case, ideal values were shown to be relatively steady at all levels of core self-evaluations, but individuals with the highest levels were found to rate their current organizations significantly higher on the Traditional dimension, matching closer to their ideal Traditional values.

Although no other value dimensions showed a significant interaction effect, the same pattern of results was generally observed through the estimated marginal means, in which low and mid-range core self-evaluation levels at the “current organizations’ values” level were lower than for individuals who ranked high in core self-evaluations, though ideal values were reasonably stable across levels. Figure 3 shows the estimated marginal means for the Traditional value dimension for each level of Traditional, moderated by core self-evaluations.

As a whole, this set of results suggests that the value dimensions of CSR and Traditional are especially affected by an individual’s feeling about him or herself. This effect is driven primarily by the fact that these individuals tend to believe that their current organizations perform more strongly on these value dimensions, or that these individuals self-select into organizations that put more emphasis on these traits. Overall, Hypothesis 5 was partially supported.

3.7 Hypothesis 6a, b, and c

Hypothesis 6a-c focuses on the personality traits of Openness to Experience, Agreeableness, and Extraversion. In all three cases, it was hypothesized that individuals high on any of these personality traits will experience less difference between current and ideal values for

each of the value dimensions, compared to individuals who are considered low in Openness, Agreeableness, and Extraversion.

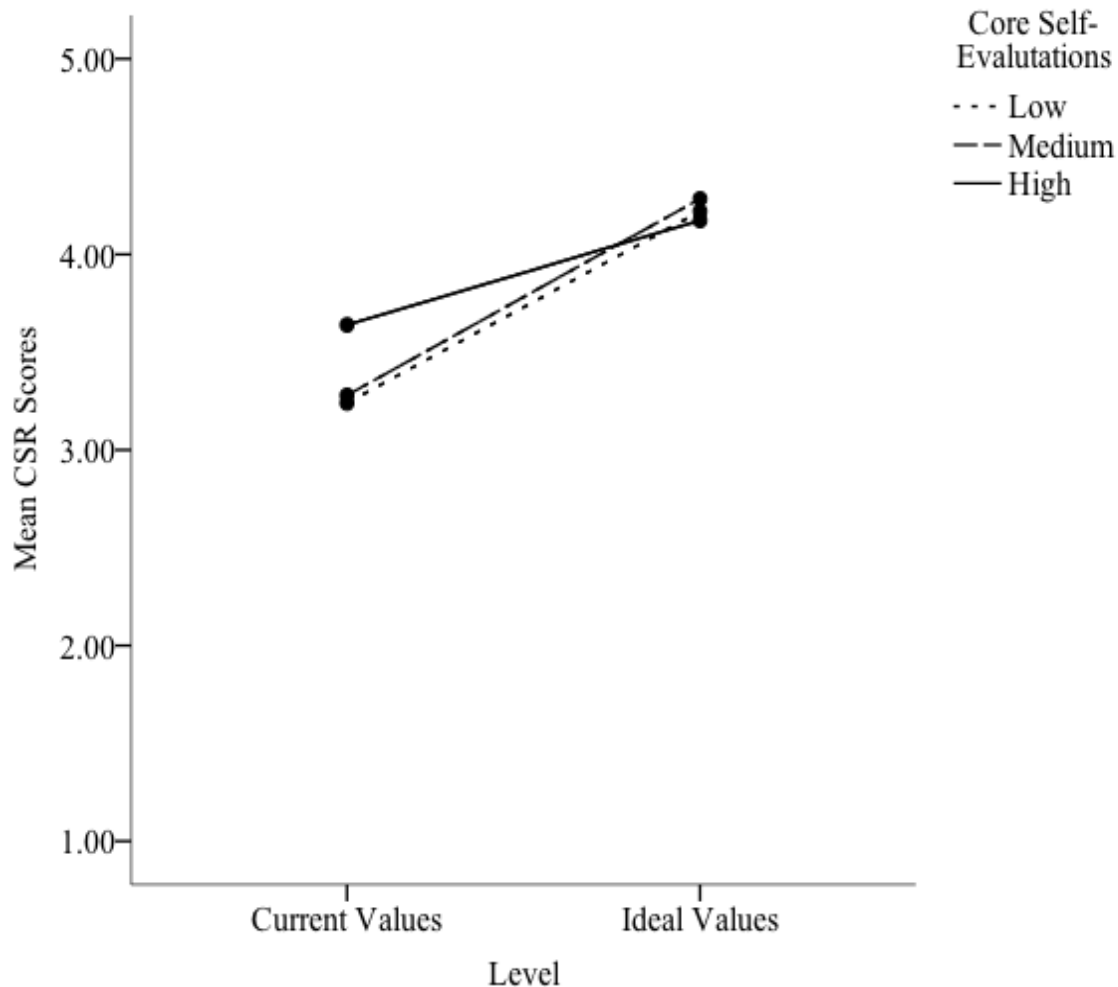


Figure 3. Mean Traditional scores by current and ideal values, moderated by Core Self-Evaluations

In order to keep equal sample sizes, the same procedure as used with previous moderators was used, in which the personality variables were split into three groups; the “low” group comprised of the bottom 33.33% of scores, the “middle” group including the middle 33.33% of scores, and the “high” group encompassing the top 33.33% of responses. It was determined that using norms discovered within other samples on these traits to create groups would not be the

best option, as this sample in particular is comprised solely of expatriates with key differences in life experience and knowledge. Norms within this sample were compared to those drawn from other populations, with some differences found. Srivastava, John, Gosling, and Potter (2003) published means and standard deviations on the Big Five personality traits using tens of thousands of participants, and though their means were close to those found in this sample on Openness to Experience and Extraversion, this sample appears to rank higher than their average for Agreeableness. To ensure that even minor differences between the averages obtained using this sample and the averages obtained in other samples would not influence results, norms were drawn from this population to use in carrying out moderation analyses.

To answer Hypothesis 6a, Openness to Experience was used as the moderator variable, with results of the significance tests shown in Table 20. Among the value dimensions, only the interaction between the Innovative dimension and Openness was found to produce a significant effect ($F(2,133) = 3.59, p = .03$).

Estimated marginal means were calculated for current and ideal Innovative values at all three levels of Openness, with the finding that individuals who rank low on this personality trait tend to rate their current and ideal scores similarly (current $M = 3.42$, ideal $M = 3.79$), compared to individuals who have mid-range scores (current $M = 3.37$, ideal $M = 4.14$) and high scores (current $M = 3.57$, ideal $M = 4.33$).

Though significant, this finding is working in the opposite direction of the hypothesis, in which Openness was expected to lead to greater adaptation in a host country and lessen the effect between current and ideal values. Figure 4 clearly shows that compared to the parallel slopes of the mid-range and high Openness groups, the low Openness group is almost flat, with little change between the levels. Given the characteristics of high Openness individuals (creativity,

seeking new experiences, etc.), the fact that Innovation, which takes into account new, unique methods and products in an organization, is particularly affected in this way does make sense.

Table 20.

ANCOVA Results: Openness to Experience Moderator Analyses

Value Dimension	Source	SS	df	MS	F
Innovative	Innovative*Openness	2.07	2	1.03	3.59 ^a
	Error	38.35	133	0.29	
Dominance	Dominance* Openness	1.45	2	0.73	1.06
	Error	90.78	132	0.69	
Pace	Pace* Openness	1.10	2	0.55	1.45
	Error	49.98	132	0.39	
Friendly	Friendly* Openness	1.47	2	0.73	2.16
	Error	45.06	133	0.34	
Prestigious	Prestigious* Openness	1.01	2	0.51	1.30
	Error	51.21	132	0.39	
Trendy	Trendy* Openness	0.29	2	0.14	0.60
	Error	31.38	132	0.24	
Traditional	Traditional* Openness	0.46	2	0.23	0.41
	Error	75.12	132	0.57	
CSR	CSR* Openness	1.29	2	0.64	1.72
	Error	49.07	131	0.38	
Diverse	Diverse* Openness	2.06	2	1.03	1.78
	Error	75.95	131	0.68	

^a Significant at $p < 0.05$

No other significant results were found, though a very similar pattern was observed for the value dimension Diverse, which may be impacted by Openness in much the same way. Although significant results were found, Hypothesis 6a was unsupported due to the fact that the results were working in the opposite direction.

Hypothesis 6b stated that individuals who rank high on Agreeableness will be more likely

to adapt to the culture of a host country organization, and this would be shown in a smaller difference between current and ideal values for the LOCS dimensions. However, no significant interaction effects were found for Agreeableness and any dimensions. Results of the significance tests are shown in Table 21.

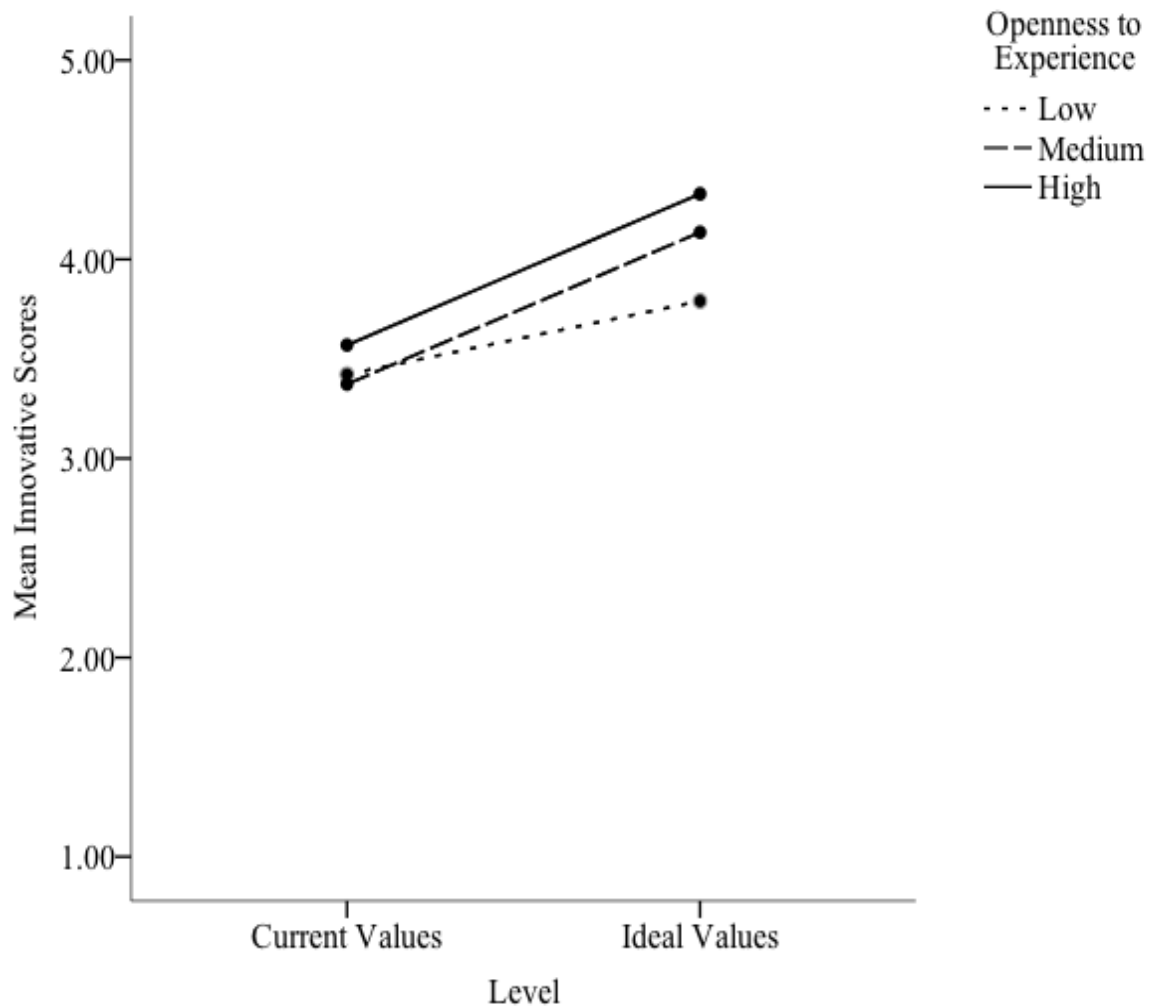


Figure 4. Mean Innovative scores by current and ideal values, moderated by Openness to Experience

Similar to the results found in Hypothesis 4, in which range restriction was found to be a probable cause of the nonsignificance, it is likely the same is true of Agreeableness. This sample was found to have average scores of Agreeableness significantly higher than average scores

found in typical large samples (Srivastava et al., 2003). As such, with little variability in the sample, finding significant differences between levels in which moderator scores were grouped close together was less likely to occur. Compared to previous moderator analyses, no clear pattern of any sort emerged when comparing estimated marginal means, with the three Agreeableness groups consistently showing up too close together to produce any effect, as shown in Figure 5. As such, Hypothesis 6b was unsupported.

Table 21.
ANCOVA Results: Agreeableness Moderator Analyses

Value Dimension	Source	SS	df	MS	F
Innovative	Innovative* Agreeableness	0.95	2	0.48	1.55
	Error	40.68	133	0.31	
Dominance	Dominance* Agreeableness	1.91	2	0.96	1.40
	Error	89.93	132	0.68	
Pace	Pace* Agreeableness	0.57	2	0.28	0.72
	Error	51.61	132	0.39	
Friendly	Friendly* Agreeableness	0.75	2	0.37	1.07
	Error	46.32	133	0.35	
Prestigious	Prestigious* Agreeableness	0.64	2	0.32	0.81
	Error	51.66	132	0.39	
Trendy	Trendy* Agreeableness	0.71	2	0.36	1.51
	Error	31.20	132	0.24	
Traditional	Traditional* Agreeableness	1.44	2	0.72	1.29
	Error	73.60	132	0.56	
CSR	CSR* Agreeableness	1.16	2	0.58	1.50
	Error	50.95	131	0.39	
Diverse	Diverse* Agreeableness	1.01	2	0.50	0.84
	Error	78.46	131	0.60	

^a Significant at $p < 0.05$

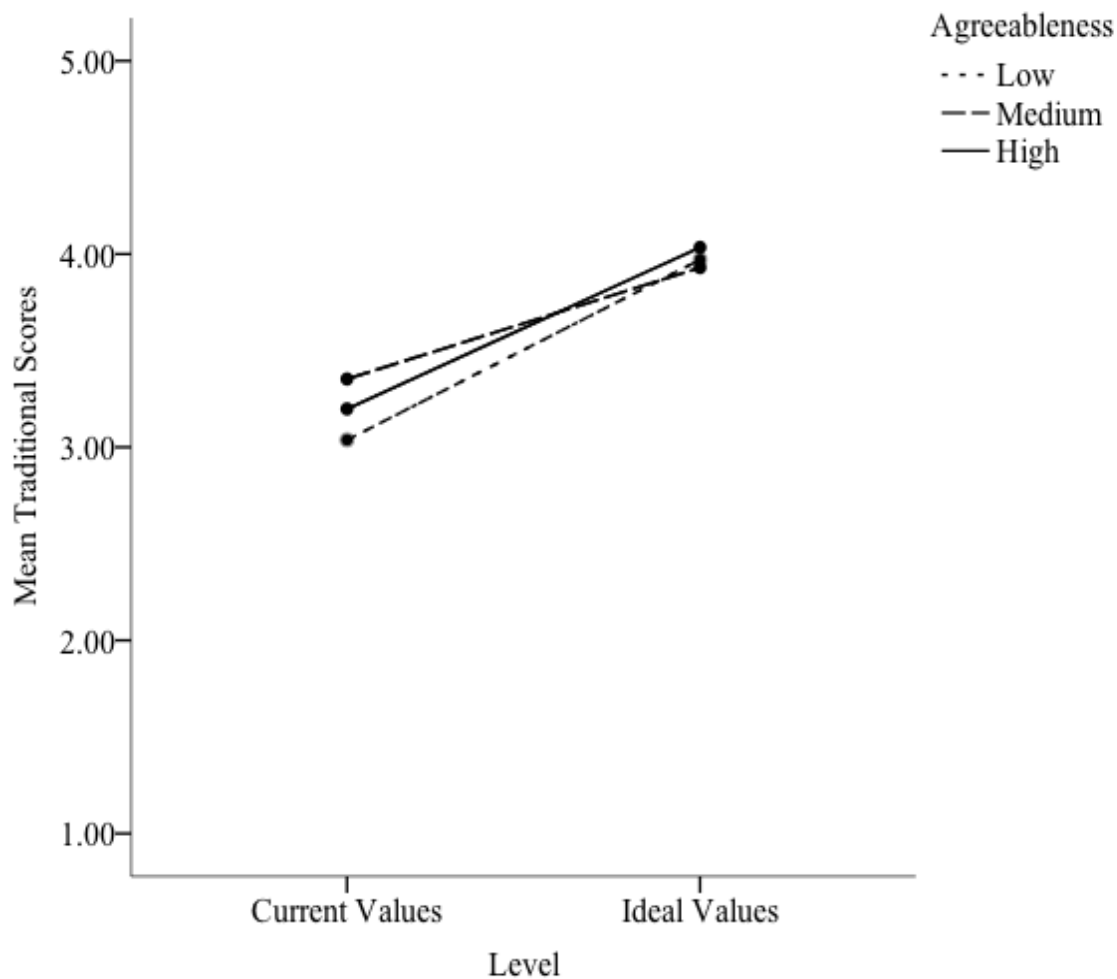


Figure 5. Mean Traditional scores by current and ideal values, moderated by Agreeableness

The final personality trait of interest for this study was Extraversion. Hypothesis 6c states that individuals high in Extraversion are expected to have less difference between their current organizations' and ideal organizational values on the LOCS dimensions compared to those with low and mid-range Extraversion scores.

The CSR value dimension was found to have a significant interaction with Extraversion ($F(2,131) = 3.41, p = .04$), and the Friendly dimension was also found to have a marginally significant interaction with the personality trait ($F(2,133) = 2.77, p = .07$). Significance test results for all nine LOCS dimensions and Extraversion are shown in Table 22.

Table 22.
ANCOVA Results: Extraversion Moderator Analyses

Value Dimension	Source	SS	df	MS	F
Innovative	Innovative*Extraversion	1.10	2	0.55	1.82
	Error	40.18	133	0.30	
Dominance	Dominance* Extraversion	0.30	2	0.15	0.22
	Error	91.71	132	0.70	
Pace	Pace* Extraversion	0.55	2	0.27	0.72
	Error	50.33	132	0.38	
Friendly	Friendly* Extraversion	1.90	2	0.95	2.77 ^b
	Error	45.69	133	0.34	
Prestigious	Prestigious* Extraversion	0.23	2	0.12	0.30
	Error	52.03	132	0.39	
Trendy	Trendy* Extraversion	0.13	2	0.06	0.27
	Error	31.02	132	0.24	
Traditional	Traditional* Extraversion	0.22	2	0.11	0.19
	Error	74.83	132	0.57	
CSR	CSR* Extraversion	2.58	2	1.29	3.41 ^a
	Error	49.57	131	0.38	
Diverse	Diverse* Extraversion	0.34	2	0.17	0.29
	Error	76.19	131	0.58	

^a Significant at $p < 0.05$ ^b Significant at $p < 0.07$

Estimated marginal means were calculated for CSR values at current organizations' and ideal levels at all levels of Extraversion. This testing showed that individuals who score low on Extraversion (current $M = 3.41$, ideal $M = 4.17$) and mid-range scores on Extraversion (current $M = 3.52$, ideal $M = 4.15$) have smaller differences between their current organizations' and ideal values than individuals who score high (current $M = 3.23$, ideal $M = 4.46$).

Individuals who were found to be high in Extraversion produced both the lowest current organizations' CSR ratings and the highest ideal CSR ratings, as shown in Figure 6.

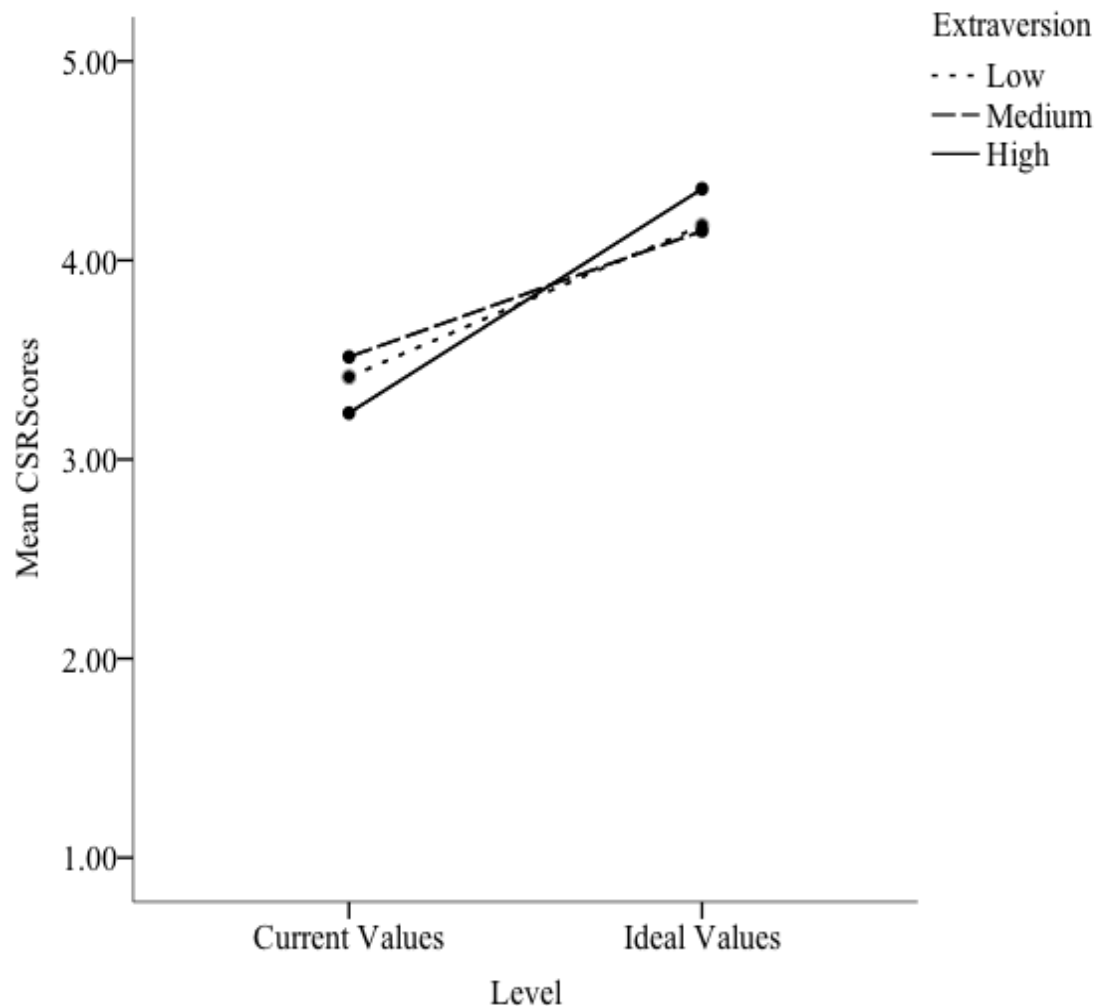


Figure 6. Mean CSR scores by current and ideal values, moderated by Extraversion

Again, this effect was found to take place in the opposite direction as anticipated, and the linkage between Extraversion and CSR not as clear as that between Openness and Innovation. Although, like the Friendly dimension, the basis of CSR lies in a primarily unselfish way of thinking, the reasoning behind Extraverts rating their current organizations as less socially responsible and having ideals of much higher CSR require further investigation.

Estimated marginal means were likewise calculated for Friendly responses at each level of Extraversion, with the same pattern of results emerging. Those who were ranked low on Extraversion (current $M = 3.25$, ideal $M = 3.67$) and those who had mid-range Extraversion scores (current $M = 3.24$, ideal $M = 3.65$) both had less difference between their current organizations' and ideal Friendly values as those who ranked high in Extraversion (current $M = 3.00$, ideal $M = 3.79$). Figure 7 presents these findings.

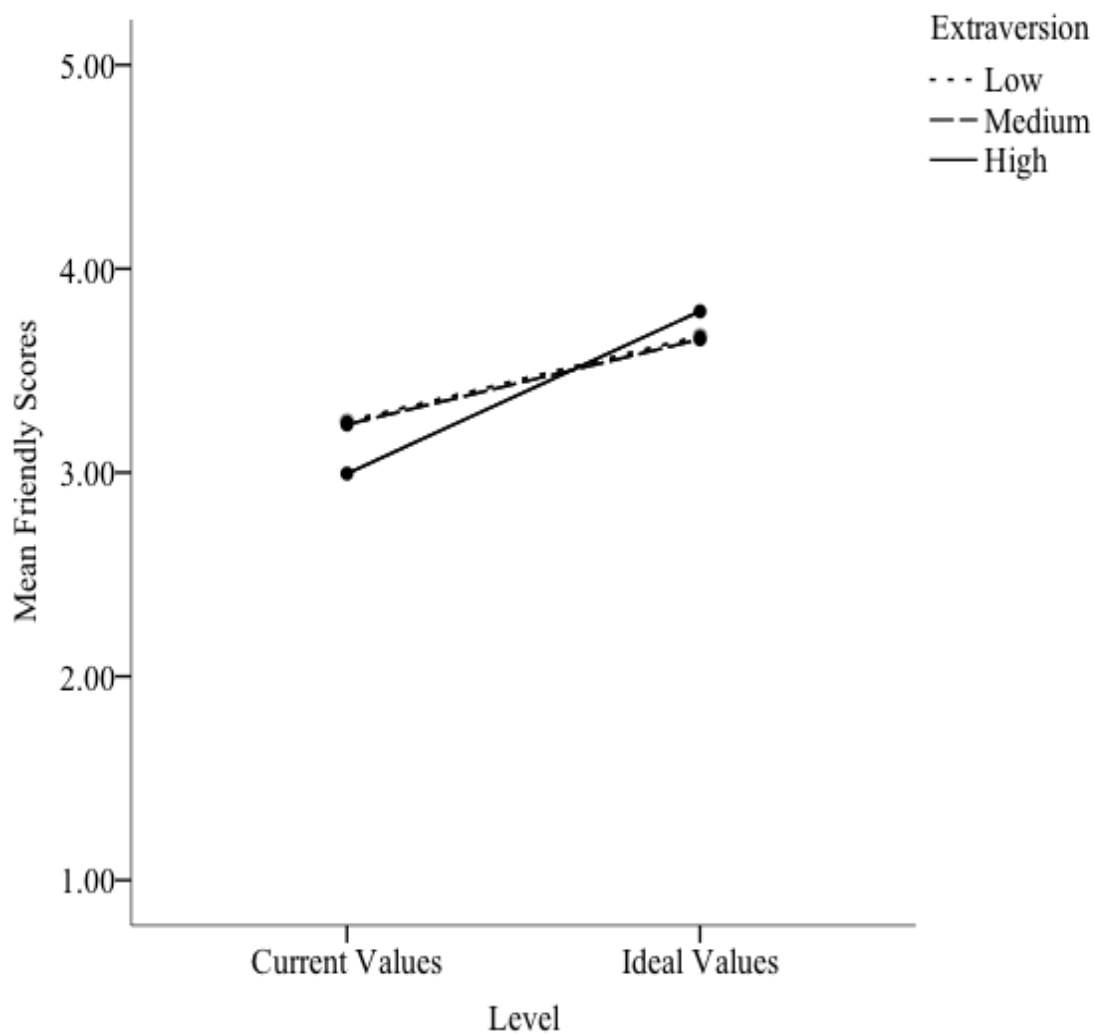


Figure 7. Mean Friendly scores by current and ideal values, moderated by Extraversion

Unlike the cloudy relationship between Extraversion and CSR, however, there may be

good reason for the relationship between Extraversion and the Friendly value dimension. Extraverts are known to be outgoing and quick to both desire and make friendships. However, in a new cultural setting in which coworkers may engage in behaviors and customs unfamiliar to the expatriate, organizations employing expatriate Extraverts may seem less friendly, and lead to lower Friendly ratings. Likewise, for people who rely on making friendships and keeping contact with others, it is not unexpected that Extraverts would have higher ideal Friendly ratings than those who do not find such pursuits as important. However, as the results of this analysis found significance in an unanticipated direction, Hypothesis 6c is unsupported.

3.8 Hypothesis 7

Hypothesis 7 is based around the assumption that length of time living abroad will positively relate to adaptation. It was hypothesized that individuals who had lived in their host country for a longer period of time would see less difference between their current and ideal organizational values. Based on the attraction-selection-attrition framework (Festinger, 1987) and the theory of cognitive dissonance, it would be expected that after a significant period living in a different culture, either an individual's organizational values would adapt to fit the local culture, or he or she would have left the organization.

As in the previous moderator analyses, an even split was first attempted on the data to create three equal groups based on length of time spent living in the host country. However, for this variable the sample was found to be skewed, in that very few responses were recorded from expatriates who had recently relocated, and the bottom 33.33% included participants who had been living abroad for over two years. As within-subjects ANCOVA is generally robust to unequal sample sizes (Miles & Shevlin, 2001), it was determined that groups would artificially

be created, with 1-12 months abroad used as the low value ($n = 29$), 13-24 months abroad as the mid-range value ($n = 24$), and above 24 months as the high value ($n = 87$).

Although it can be argued that even at 12 months an expatriate is likely to have undergone some adaptation to the new environment, for the purpose of this study it was determined that keeping sufficient power to detect results was more important than a further breakdown using more unequal, smaller groups.

Table 23.
ANCOVA Results: Time in Host Country Moderator Analyses

Value Dimension	Source	SS	df	MS	F
Innovative	Innovative*Time	0.74	2	0.37	1.22
	Error	40.93	134	0.31	
Dominance	Dominance* Time	0.60	2	0.30	0.44
	Error	91.30	133	0.69	
Pace	Pace* Time	0.93	2	0.46	1.21
	Error	51.07	133	0.38	
Friendly	Friendly* Time	2.22	2	1.11	3.27 ^a
	Error	46.65	133	0.35	
Prestigious	Prestigious* Time	0.48	2	0.24	1.01
	Error	31.26	133	0.24	
Trendy	Trendy* Time	1.32	2	0.66	1.74
	Error	50.46	133	0.38	
Traditional	Traditional* Time	3.00	2	1.50	2.80 ^b
	Error	70.06	132	0.53	
CSR	CSR* Time	1.16	2	0.58	1.50
	Error	50.90	132	0.39	
Diverse	Diverse* Time	0.16	2	0.08	0.13
	Error	79.25	132	0.60	

^a Significant at $p < 0.05$ ^b Significant at $p < 0.07$

A significant interaction effect was observed between the Traditional dimension and time abroad ($F(2,133) = 2.80, p = .07$), as well as the Friendly dimension and time abroad ($F(2,134) = 3.27, p = .04$). Table 23 shows the results of significance testing for each of the value dimensions.

Estimated marginal means were calculated for the Friendly value dimension at each level of time abroad. Contrary to the hypothesis, it was found that individuals who had relocated between 1-12 months (current $M = 3.03$, ideal $M = 3.47$) and between 13-24 months (current $M = 3.41$, ideal $M = 3.57$) showed little difference between their current organizations' and ideal Friendly values compared to those who had been living in the host country for over 24 months (current $M = 3.14$, ideal $M = 3.81$). Noticeably, current organizations' values on the Friendly dimension are not far apart regardless of moderator group; however, the group of long-term expatriates was found to possess the highest ideal Friendly values, and it is this difference that drives the differences between groups. These results are shown in Figure 8.

In order to determine how the length of time abroad affects current and ideal Traditional value ratings, estimated marginal means were also calculated for these variables. Unexpectedly, both the short-term expatriates (current $M = 3.06$, ideal $M = 3.95$) and long-term expatriates (current $M = 3.16$, ideal $M = 4.07$) had similar current and ideal Traditional ratings, compared to the expatriates who had been living abroad for between one and two years (current $M = 3.36$, ideal $M = 3.68$). In this case, mid-term expatriates had both the highest current ratings of the Traditional value dimension, as well as the lowest ideal ratings. Furthermore, while both short and long-term expatriates had a similar slope between their current and ideal Traditional values, the mid-range group had a much flatter slope, with little difference between the two. Figure 9 shows the effect of length of time abroad by level on average Traditional scores.

In general, Hypothesis 7 was unsupported.

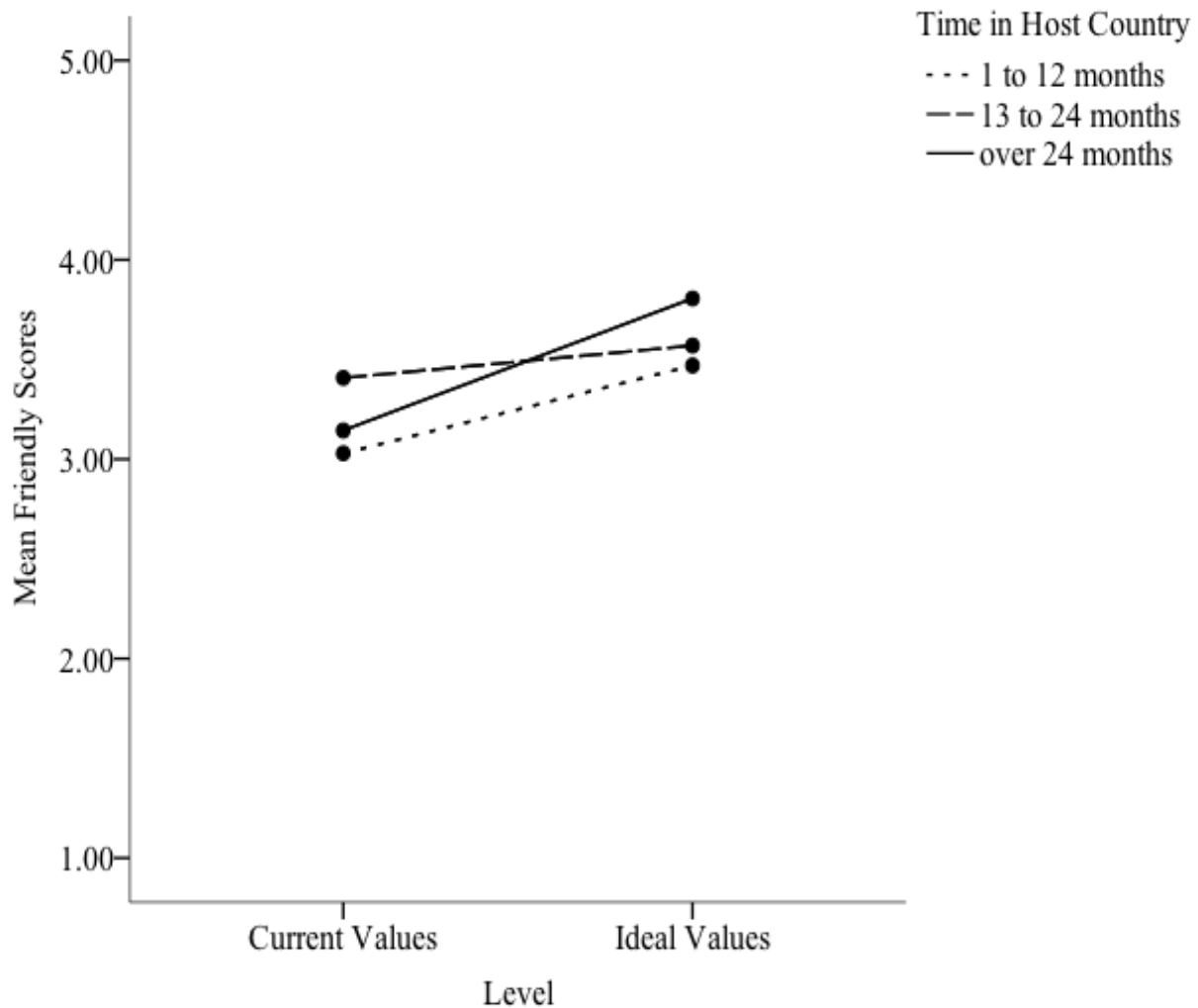


Figure 8. Mean Friendly scores by current and ideal values, moderated by time in host country

3.9 Post Hoc Analyses

Due to the fact that this study was the first to investigate potential differences in expatriate work values after relocation, further analyses were carried out using responses not investigated within the hypotheses to determine avenues for future investigation.

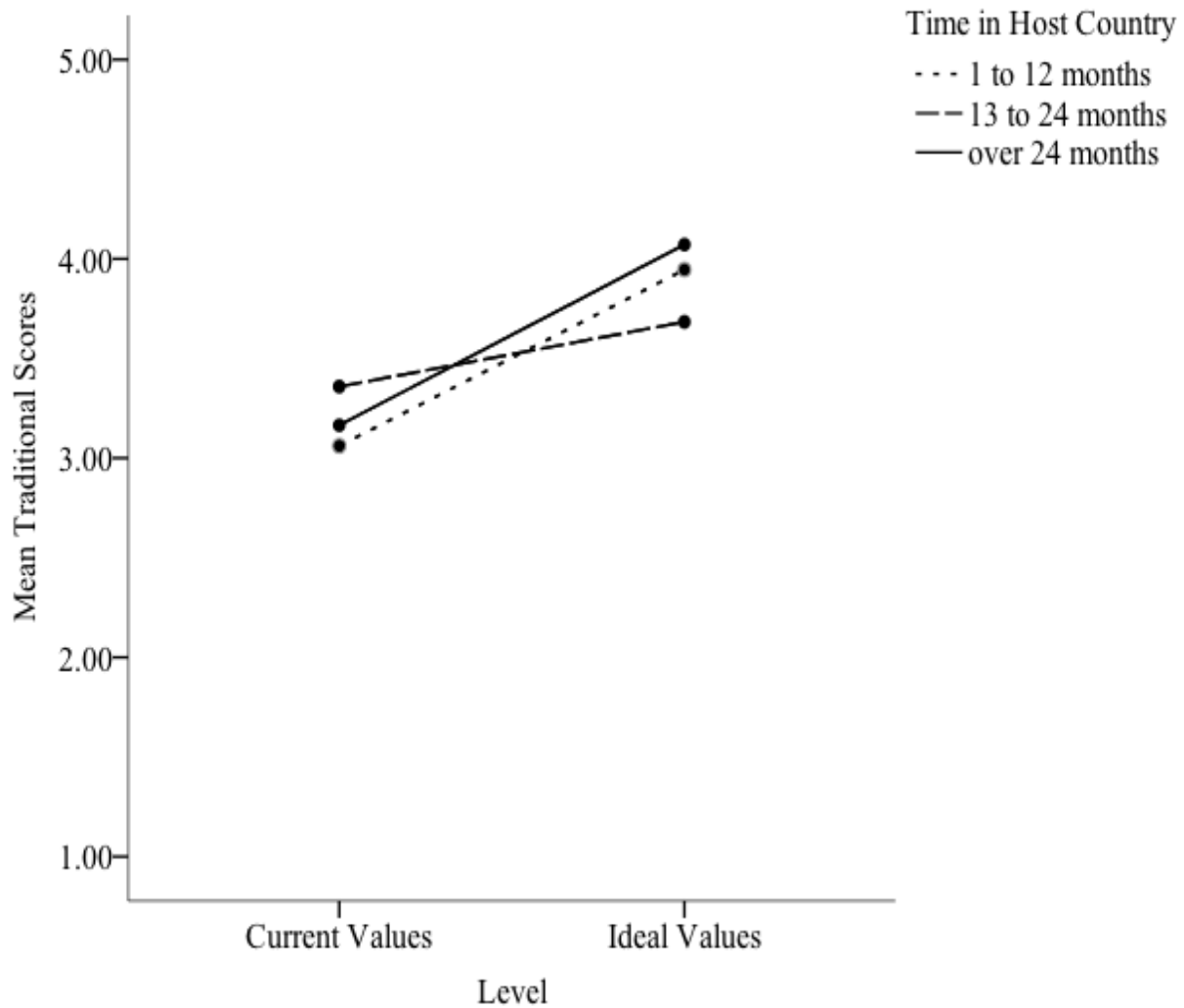


Figure 9. Mean Traditional scores by current and ideal values, moderated by time in host country

Although no pattern of significant differences between current organizations' values, perceptions of home and host country work values, and ideal work values were uncovered, responses to a questionnaire item asking whether participants believed their work values had changed following relocation were evaluated. Responses strongly indicate that following relocation, expatriates do perceive a change in work related values (no change perceived $n = 48$, change perceived $n = 103$).

A series of hierarchical linear regressions were conducted on the full sample of participants to determine whether this perceived change functions as an antecedent of the outcome variables of interest (satisfaction, perceived fit, and job search behaviors). In all analyses, the same control variables as those used in previous analyses were included in stage one, with perceived work value change included in stage two (coded no perceived change = 0, perceived change = 1), with the outcome variable of interest acting as the dependent variable. Regression statistics are reported in Table 24.

Table 24.
Hierarchical Regression Results for Variables Predicted by Work Value Change.

Variable	β	t	R	R^2	ΔR^2
Perceived Fit					
Step 1			.29	.09	
Step 2	.30	1.45	.32	.10	.02*
Satisfaction					
Step 1			.11	.01	
Step 2	-.16	.22	.13	.02	.00
Job Search Behaviors					
Step 1			.33	.11	
Step 2	-.17	-1.06	.34	.12	.01**

* Significant at .06 ** Significant at .02

Perceived work value change was not found to contribute significant variance to job satisfaction ($R^2 = .02$, $F(7, 126) = .32$, $p = .95$). However, a moderately significant amount of variance was contributed to perceived fit ($R^2 = .10$, $F(7, 127) = 2.02$, $p = .06$), and a significant amount of variance to job search behaviors ($R^2 = .12$, $F(7, 127) = 2.41$, $p = .02$).

The direction of results indicates that a perceived change in work values contributes 10% of the variance in perceived fit. Given the relationship found even within this study between perceived fit and organizational values, this suggests that indeed the power in this study was not sufficient to detect this difference when broken down, and adds support for future research to continue adapting the methodology to detect differences.

Conversely, a negative relationship between job search behaviors and perceived work value change was found, suggesting that individuals who believe their values have changed following relocation engage in fewer active job search behaviors. This relationship was found to be significant, with a perceived change in work values contributing 12% of the variance in job search behaviors. This finding belies the importance of organizations selecting those who are willing and able to adapt to a different cultural work environment to prevent the loss of an overseas job assignment due to attrition.

Chapter 4: Discussion

This thesis sought to provide empirical support for the hypothesis that individuals who relocate will begin to be affected by the organizational values of their host country peers, rather than continue to reflect the organizational values of their home country organizations. Although no previous research has yet examined the stability, or lack thereof, of organizational values in an expatriate sample, theoretical linkage of organizational values to personal values is strong, and this relationship offered the rationale to believe that work values would be influenced by the same mechanisms. Despite the largely unsupported hypotheses, the findings of the present study suggest that there is a wealth of related research still left to explore on the topic, and provide empirical support for the use of certain organizational value tools.

4.1 Cross-Cultural Validation of the LOCS

The first purpose of this study was to determine whether the shortened LOCS scale could be applicable across cultures. Participants were born in, and currently living in, a number of countries around the world, adding to the external validity of this validation. It is important to use caution in fully accepting the results of this study, as the items used in the validation were only a small subsection of all possible items (37 of the original 135 LOCS items), and the sample size and power to detect factors was substantially limited. Future research is necessary to fully validate the instrument, though this thesis acts as a beginning point in understanding which of the LOCS factors may be most likely to hold under different cultural circumstances and interpretations, and which may need to be revised before introduction to different cultural populations.

Overall, given the limitations with the data analysis procedure used, the results of the validation provide strong support for continued focus on the LOCS as an important tool in assessing perceptions of organizational culture. In particular, the Diverse and Dominant dimensions showed incredibly consistent results over repeated testing under different circumstances with a heterogeneous cultural sample. Only the Trendy dimension did not show consistent grouping among the items, and as such it is possible that the items in this factor were not clearly understood by non-native English speakers, or that there may be different cultural meaning behind the words included in the shortened factor. Further study is necessary to determine which words may be causing the misunderstanding, and which may be best to exclude from data collection in the future using different cultural groups. Among the other factors, most showed some consistency in grouping despite the low power. While none of the analyses replicated the structure of the LOCS perfectly, this thesis does provide starting support for the idea that organizational value dimensions, like personality dimensions, may be cross-cultural. Given the expanding global business environment, it may be that the coming years may see an even stronger increase in this similarity, whereas the findings may have been much different in past decades.

4.2 Outcome Prediction

It was hypothesized that the shortened LOCS dimensions would be predictive of a) job satisfaction, b) subjective fit, and c) active job search behaviors within a sample of expatriates from around the world. Hypothesis 3a and 3b each found support, with at least one LOCS dimension driving a significant predictive effect. However, Hypothesis 3c showed that the shortened measure within a cross-cultural sample was not significantly predictive.

In predicting both job satisfaction and subjective fit, the Innovative dimension was the strongest predictor. Friendly was also found to be significant or marginally significant in predicting both outcomes. Only in the case of job satisfaction was Pace found to be a significant predictor. Overall, these findings do show support that even within a cross-cultural sample, the LOCS continues to be a strong predictor of important organizational outcomes- and that in particular, regardless of the culture, organizations which work to cultivate an Innovative and Friendly image will have more satisfied, better fitting employees.

It may be that more fine grained analyses are necessary for picking apart significant predictors within a cross-cultural sample. Due to the sample size, all participants' data was run in the linear regressions at once; however, that may have washed out potentially interesting effects to be found within specific cultural groups. For example, it may be that within a Confucian Asian subgroup, a Traditional image may be significantly predictive of job satisfaction and perceived fit, whereas a Traditional image may not be significantly predictive of the same outcomes in a Nordic European subgroup. Sample size constraints limited the possible analyses that could have been run regarding how different cultural subgroups may differentially predict organizational outcomes using the LOCS dimensions, but for future research this is an idea ripe for exploration.

This limitation may also be the reason for the nonsignificant results found in predicting active job search behaviors, as the original LOCS measure was found to be predictive of this outcome. However, it is also possible that in an expatriate sample, the LOCS may not be predictive of this outcome, considering the difficulties associated with job search in a foreign country. Expatriates currently on an expensive assignment, as well as those who have made the personal choice to relocate, may engage in fewer job search behaviors as a whole.

4.3 Differences in Expatriates' Value Profiles

While a few significant differences were found between groups, overall these results presented no pattern of findings, and the hypotheses were not supported. There are many possible reasons for the nonsignificance observed, leading of course with the low sample size. For all analyses, the sample was split into three cultural clusters, which drastically lowered the power to detect significance. In addition, by separating the cultural clusters only into an Anglo group, an Asian group, and a Euro group, the differences within these clusters (between Nordic Europe and Eastern Europe, for example) which have been proposed in recent years (Gupta, et al., 2002) may have been muddled even further.

Despite these limitations, means comparisons did provide some possible direction for future research. Within some value dimensions patterns were found that, given adequate sample size, may lead to future significant findings. For example, in the Dominance value dimension both groups identifying as having relocated from an Asian cluster country rated their ideal Dominance value far lower than their expected home country Dominance rating, and much more in line with the expected host country Dominance ratings. The same pattern was found for individuals who had relocated from a Euro cluster country, though the differences were smaller for these groups. This suggests that Dominance in particular may be one value most likely to adapt following relocation, with Asian cluster individuals most likely to strongly change their Dominance value to match that of their host countries.

Surprisingly, very similar ratings were found between all four levels for most of the value dimensions. In regards to Pace, Innovative, Friendly, and Diverse, participants were found to universally prefer an organization with a fast paced, friendly, and diverse environment, and this was reflected in relatively high scores on those values for their host and home countries, as well

as their current organizations. Although various factors were controlled for in these analyses, it is possible that, as expatriates, these individuals were careful to self-select only into organizations abroad in which these important values were already reflected, leading to some range restriction in the results. Frequency distributions show that the organizations included showed sufficient variability in type of organization, size of organization, industry, and occupation of the participants, however, so it is also possible that, globally, the type of organizations which employ expatriates already strive to showcase these values. More variability may be included in future research by including ratings from organizations which do not employ many expatriates.

Contrary to the hypotheses, one pattern of results did seem to emerge several times. Though significant results were not found frequently, those which included individuals who had relocated from an Anglo cultural cluster often presented significant differences between that group's current organizations' and ideal values (for example in the Anglo-Asia group for both CSR and Traditional values, and the Anglo-Euro group for CSR values). Two possible explanations for these results are considered. First, it is possible that the values of Anglo-centered individuals are less likely to adapt following relocation. However, if this were the case, it would be expected that Anglo-born expatriates would have significantly lower job satisfaction due to the dissonance never lessening between their current and ideal values. However, an independent samples t-test comparing the job satisfaction scores of individuals who had been born in an Anglo cultural cluster to those born in an Asian or Euro cultural cluster reveal no significant difference between the groups ($t(61) = .42, p = .68$). More likely, then, is the possibility that individuals born in Anglo countries possess higher ideal values, or simply desire more from their organizations than individuals from other cultural clusters. Future research

comparing ideal values of Anglo-born expatriates to expatriates from other parts of the world would help answer this question.

4.4 Moderating the Strength of Value Differences

Hypotheses 4-7 were tested through moderation analyses using an ANCOVA approach to discover whether mean responses on the LOCS dimensions varied by level of several moderator variables, including whether the participant self-initiated their relocation or not, core self-evaluations, the personality traits of Openness to Experience, Agreeableness, and Extraversion, and length of time spent living in the host country. Each of these hypotheses suggested that the moderator variables would be related to how well the expatriate adapted to his or her host country, and thereby individuals with high levels of these variables would see less difference between their current organizations' and ideal organizational values compared to those who had low or moderate levels of these variables.

Overall, support was found for some of the hypotheses. This was particularly apparent in the moderator analyses for core self-evaluations, in which a significant interaction effect was found for two value dimensions; CSR and Traditional. Estimated marginal means showed that the direction of this influence was as predicted, with individuals high in core self-evaluations showing less difference between current and ideal CSR and Traditional scores. Further analyses suggested that the difference rests on the fact that high core self-evaluations individuals tend to rate their current companies as closer to their ideal values, rather than lowering their ideal values to meet their current organizations. This is not a surprising finding, given the literature which states that high core self-evaluations tend to be related to higher job and life satisfaction (Judge, Bono, Erez, & Locke, 2005). It is also possible that individuals with higher levels of core self-

evaluations use more stringent self-selection techniques before accepting a job posting overseas. In this way, their high standards are reflected in a better value match with their organizations. This study supports this previous research by suggesting that high core self-evaluations also lead to higher positive perceptions of organizational traits, particularly CSR and Traditional perceptions, though the same pattern of results was also uncovered less strongly in other value dimensions.

Other moderator variables suffered from restriction in range, which created difficulty in breaking down differences between levels of the moderator. Agreeableness is a key example of this effect, as it was found that participants within this sample scored higher on this trait globally than in previous large personality studies. With average scores well over four on a five point scale, no low or mid-range Agreeableness group was able to be formed sufficiently to detect differences. Likewise, when the effect of covariates was held constant in comparing the reason for expatriation groups, the differences in scores on the LOCS dimensions narrowed to a point where significance between groups was not found.

Several other significant results were detected for other moderator effects; however, in these cases the direction of significance was opposite to that expected. For example, the Innovative dimension was found to be moderated by the level of Openness to Experience, in that individuals who rank low on Openness have little difference between their current and ideal Innovative scores, but those who have high Openness have much higher ideal Innovative scores. Although the direction of this effect was not expected, in retrospect the finding makes logical sense, in that both individuals high on Openness and individuals who value high levels of Innovation seek out creative, unique experiences, products, and environments. Likewise, individuals who ranked high in Extraversion were found to rate their current companies far lower

than those ranked low in Extraversion on the Friendly and CSR value dimensions. In addition, their ideal CSR and Friendly scores were above those who ranked low. It could similarly be theorized that individuals with high Extraversion are more discerning of their organizations on these values, and require more for their ideal values to be met.

Length of time spent living abroad was also used as a moderator, with less clear results found. Contrary to the hypothesis, individuals who had spent the greatest amount of time abroad showed the greatest difference between current and ideal Friendly scores, driven by the fact that these individuals had significantly higher ideal Friendly ratings. It is worth considering that perhaps this group, after living in the host country for several years, feels that more friendliness is warranted, whereas the groups who have lived abroad for less time do not have the same expectation. Also contrary to the hypothesis, both long-term and short-term expatriates showed similar Traditional score means, whereas the mid-range group had significantly higher current Traditional ratings and lower ideal Traditional ratings. The reason for this result may well be spurious, as it was discovered that this group was composed primarily of individuals who had relocated from an Anglo cultural cluster (14 of 24 in the group), and the result may be more a reflection of that group's current and ideal values.

4.5 Strengths and Limitations

While this study provides a beginning point for understanding how and why individuals tend to begin identifying with a local culture's workplace values, it is important to keep in mind it *is* a beginning point. Many limitations in this study must be addressed in future research in order for stronger support to be provided for the hypotheses.

First, and most importantly, this was not a longitudinal study, and as such no claims can be made that the results are specifically due to expatriation itself. Though many related variables were controlled for in running the analyses, it is also true that other explanations may exist for the results that were found- and indeed, for those results *not* found. For example, self-selection may play a role in explaining any difference between actual and expected organizational culture variables, as it is possible that individuals who already have values similar to those in the host country chose to relocate for that reason. While this possibility can only be ruled out by a future longitudinal design, the results from this study suggest that a longitudinal design may be a worthwhile endeavor, and may produce stronger results than those found here.

Relatedly, common method variance is an inherent issue regarding the survey used in collecting data. All participants completed all questionnaires in the survey, aside from those few who did not complete the survey in full. In the future, a more wide-ranging sample of measures would better provide additional support that the results are due to the variables being studied, rather than the response styles of the participants.

Associated with these participant related issues falls the concern of sample size. A G*Power analysis was run prior to analyses, which suggested that a minimum of 56 participants would be necessary to carry out any analyses which would compare one group against another. The sample size for these analyses was therefore wholly inadequate, and any results must be taken only as showing what trends may occur should a more satisfactory sample be used in future studies. In addition, because the participants in this study were born in and currently living in many different countries around the world, many participants speak English as a second, third, or so on, language. While participants were not required to answer any specific question that was not well understood, it is also possible that some items were lost in translation. Future studies

that can replicate the LOCS in other languages would be helpful for gathering data from non-native English speakers.

A larger sample comprised of expatriates who have both lived abroad for a shorter term (under a year), and for a very long term (over 20 years) may allow more interesting results to be found in regard to the moderation effects of length of time spent in the host country. This sample primarily comprised expatriates who had lived abroad for a relatively long term; however, recent research suggests that the process of acculturation may be more lengthy than expected (Taras, et al., 2012). In fact, in order to observe differences in groups based on length of time abroad, including both a very short term group and a very long term group may be necessary.

Finally, this study used a shortened version of the LOCS due to time constraints within the survey given to participants. As having participants rate all 135 words in the original instrument four times would have made the survey excessively lengthy, a shorter 37-word measure was used, with items included from all nine dimensions. Though this shortened measure showed adequate reliabilities within the factors and mirrored the factor structure of the original instrument, it cannot be ruled out that perhaps too many items were deleted from the LOCS for the factor structure to hold under different cultural circumstances. It is possible that by using the full instrument in future cultural validation studies the factor structure may be more thoroughly replicated.

Though the participant sample is far too low to accept the conclusions drawn from the analyses without further research, the sample can also be considered a strength due to some other features. The sample was comprised of actual expatriates currently living and working abroad, in a total of 166 different organizations and within a variety of industries, as well as from a large number of different cultures. The wide range of participants strongly adds to the generalizability

of the results, and provides clues as to how expatriation in general may influence organizational values, and how these organizational values of expatriates may in turn influence outcomes.

4.6 Future Research

Cross-cultural replication of the LOCS validation is of highest priority, given that this study has shown that even at very low levels of power and using a shortened measure the factor structure of the LOCS is generally replicable. Ideally, validation should occur differentially within each of the cultural regions, to ascertain which cultural differences are of particular note. Also ideal would be replication of the LOCS into other languages. Previous lexical studies, such as the Big Five and the HEXACO model of personality have found support when translated into other languages (Ashton & Lee, 2010), but careful consideration must be given to the context and meaning behind the words, rather than the simple translation, and as such cross-language translations of the LOCS would be meaningful given the expanding cross-cultural and multi-language work environment.

While this study was meant to shed some light on the issue of work value adaptation, it is also important to note that due to the cross-sectional design of this study, *change* was not able to be specifically studied. As such, no causal links can be drawn between an expatriate's move to another country and organizational value differences. In order to fully test this hypothesis, a longitudinal design must be implemented in which expatriates' ideal work values are measured pre-relocation and post-relocation, and compared to the *actual* ideal work values of locals in both the expatriates' home and host countries, rather than the perceived ideal values measured by the expatriates themselves. A design of this sort will also take the issue with common source variance into account by providing responses from multiple sources.

Some future research ideas may also be taken from the completion of this study. Carrying forward the momentum, it would be interesting to test the stability of work value change under different conditions. For example, would it take another life-changing “shock” for an expatriate’s organizational values to begin to shift back to match those common in his or her home country? Or would, for example, the sudden appearance of a group of locals from the expatriate’s home country present within the host country be a large enough shock to significantly alter that expatriate’s work values once again?

Similarly, this study paves the way for research regarding the stability of value change in general. Future research may be interested in gauging whether it is easier for second or third-time expatriates to adjust their work values compared to first-time expatriates. That is, does *experience* with value change speed up the process? There are still many unanswered questions regarding just how expatriates may begin shifting work values after relocation, and how strong and stable any changes might be.

Other questions have been raised by findings within this sample in particular. Notably, the means within this sample on the personality factor of Agreeableness were found to be significantly higher than would be expected in the normal population (Srivastava, John, Gosling, & Potter, 2003). It could be hypothesized that individuals who take a particular interest to relocating must have higher Agreeableness scores in order to accept the cultural differences which come with relocation. Future research which compares the relative Agreeableness scores of expatriates with non-expatriates would be worthwhile.

Finally, more research exploring the effect of aging on the adaptability of values is necessary. Taras and colleagues (2012) presented findings suggesting that age at relocation plays a role in the ability to acculturate; however, the information regarding the influence of age on

work-related values in particular is unstudied. Age was used as a control variable in this study, as low variability in the sample was observed. However, studying how well expatriates at age 18 versus age 65 adapt to a new work environment may provide interesting insight into the topic of work value stability.

4.7 Implications of this Research

Theoretically, this study did not provide evidence for the existence of organizational value difference in expatriate home country values and ideal values following a “shock”, and it is therefore important to take into account the possibility that unlike personal values, work values may remain stable even following relocation. At this point, it is generally accepted that personal values are learned traits with the potential to adapt to life events (Olver & Mooradian, 2003), but work has not been done previously showing that work values follow this same pattern. It is possible that while personal values adapt as necessary, work values may be as stable as personality traits, and that rather than change these values, expatriates instead preferentially seek out opportunities which fit with these values, leading to very little cognitive dissonance and no need to change regardless of the environment in which the organization is situated.

It is clear, however, that finding differences in ideal work values may not be as simple as gathering data from different cultural clusters. It is also possible that strong results were not found simply because not enough cultural variability exists within work values to detect any meaningful difference between groups. It is no wonder that employees around the world find their ideal organizations work fast and efficiently, produce quality and unique goods or services, and behave friendly to employees, but without variability in responses it is not possible to determine any differences. With a growing global workforce seeking these values in

organizations, it appears as if any differences that may have once existed may be muddled in today's connected world.

It is unclear from the results of this study alone whether organizational values are less susceptible to adaptation than personal values, whether similar organizational values are sought after around the world, or whether the lack of significant findings is a result of both of these possibilities compounded, and therefore future research must continue exploring these concepts.

Empirically, this study provides validation for the continued use of the LOCS, both in its original North American context and abroad. Though factor loadings were not perfect using the shortened measure, this study has shown that the dimensions of the LOCS are robust enough to stand up to significant shortening while still providing adequate structure. Future research using the full instrument in different cultural contexts is worthwhile, as it has now been shown that the structure can be sufficiently replicated from China to South Africa.

In addition, this study sheds some light on the mechanisms through which individuals may in fact adapt their values. Though direct effects of culture on differences in values were not found, moderator effects show that traits such as core self-evaluations and personality may play a significant role in how expatriates choose among job opportunities abroad. This knowledge can benefit recruiters who choose to acknowledge what specific values are most desired by their potential employees.

4.8 Conclusion

The job market of the future is becoming increasingly reliant on the ability of individuals with key knowledge, skills, and abilities to relocate as necessary for work. As opportunities for work abroad become progressively more common, familiarity of the organizational values

sought by expatriates can place companies one step ahead. This thesis provides support for the use of the LOCS in organizational settings abroad, as a potential tool for both researchers and recruiters in measuring organizational values and predicting positive outcomes. However, results of this study suggest that rather than the expatriate of today adapting his or her organizational values to match those of the host country organizations, organizations may instead benefit by strengthening their own values to fall in line with what expatriates are universally expecting. As expatriates globally seem to value traits such as innovation, friendliness, and corporate social responsibility, the highest quality employees will certainly expect their organizations to espouse such values. Moderator analyses also show that individuals with certain traits may place stronger worth still on these values, and highlight the importance of recruiters and researchers understanding the links between such traits and their outcomes.

References

- Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34, 347-356.
- Ashton, M. C., & Lee, K. (2010). On the cross-language replicability of personality factors. *Journal of Research of Personality*, 44, 436-441.
- Aycan, Z. (1997). Expatriate adjustment as a multifaceted phenomenon: Individual and organizational level predictors. *The International Journal of Human Resource Management*, 8(4), 434-456.
- Bardi, A., Calogero, R.M., Mullen, B. (2008). A new archival approach to the study of values and value-behavior relations: Validation of the value lexicon. *Journal of Applied Psychology*, 93(3), 483-497.
- Bardi, A., & Goodwin, R. (2011). The dual route to value change: individual processes and cultural moderators. *Journal of Cross-Cultural Psychology*, 42, 271-287.
- Bardi, A., Lee, J. A., Towfigh, N., & Soutar, G. (2009). The structure of intraindividual value change. *Journal of Personality and Social Psychology*, 97, 913-929.
- Barrick, M.R., & Mount, M.K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1-26.
- Bauer, T.N., Bodner, T., Erdogan, B., Truxillo, D.M., & Tucker, J.S. (2007). Newcomer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods. *Journal of Applied Psychology*, 92, 707-721.
- Black, J.S. (1988). Work role transitions: A study of American expatriate managers in Japan. *Journal of International Business Studies*, 19(2), 277-294.

- Black, J.S., & Stephens, G.K. (1989). The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments. *Journal of Management*, 15(4), 529-544.
- Briody, E.K., & Chrisman, J.B. (1991). Cultural adaptation on overseas assignments. *Society for Applied Anthropology*, 50(3), 264-282.
- Brown, T. A. (2006). *Confirmatory factor analysis for applied research*. New York: Guilford.
- Chapman, D.S., Chapin, M.M., & Reeves, P. (2013). A lexical approach to identifying dimensions of organizational culture. Unpublished manuscript.
- Chapman, D.S., Uggerslev, K.L., Carroll, S.A., Piasentin, K.A., & Jones, D.A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology*, 90(5), 928-944.
- Chatman, J. A. (1989). Improving interactional organizational research: A model of person organization fit. *Academy of Management Review*, 14, 333-349.
- Cooper-Thomas, H.D., van Vianen, A., & Anderson, N. (2004). Changes in person – organization fit: The impact of socialization tactics on perceived and actual P–O fit. *European Journal of Work and Organizational Psychology*, 13, 52-78.
- Costa, P.T. & McCrae, R.R. (1992). *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five-Factor Inventory (NEO-FFI) Manual*. Odessa, FL: Psychological Assessment Resources.
- Cui, G., & Awa, N.E. (1992). Measuring intercultural effectiveness: An integrative approach. *International Journal of Intercultural Relations*, 16(3), 311-328.
- Davies, G., Chun, R., da Silva, R., & Roper, S. (2004). A corporate character scale to assess employee and customer views of organization reputation. *Corporate Reputation Review*,

7, 125–146.

- Dorfman, P.W., & House, R.J. (2004). Cultural influences on organizational leadership: Literature review, theoretical rationale, and GLOBE Project goals. In R.J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.), (2004). *Culture, leadership, and organizations. The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44, 350-383.
- Fabrigar, L. R., Wegener, D. T., MacCallum, R. C., & Strahan, E. J. (1999). Evaluating the use of exploratory factor analysis in psychological research. *Psychological Methods*, 4, 272-299.
- Feldman, D.C. (1997). Socialization in an international context. *International Journal of Selection and Assessment*, 5, 1-8.
- Festinger, L. (1957). *A Theory of Cognitive Dissonance*. Stanford, CA: Stanford University Press.
- Finegan, J.E. (2000). The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology*, 73, 149-169.
- Fombrun, C., & Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, 33, 233–258.
- Forster, N. (1997). 'The persistent myth of high expatriate failure rates': a reappraisal. *The International Journal of Human Resource Management*, 8(4), 414-433.
- Froese, F.J. (2012). Motivation and adjustment of self-initiated expatriates: the case of expatriate academics in South Korea. *The International Journal of Human Resource Management*, 23(6), 1095-1112.

- Furnham, A., & Bochner, S. (1989). *Culture shock. Psychological reactions to unfamiliar environments*. London: Routledge.
- Glazer, S., Daniel, S.C., & Short, K.M. (2004). A study of the relationship between organizational commitment and human values in four countries. *Human Relations*, 57(3), 323-345.
- Goldberg, L.R. (1993). The structure of phenotypic personality traits. *American Psychologist*, 48(1), 26-34.
- Goldberg, L. R., Johnson, J. A., Eber, H. W., Hogan, R., Ashton, M. C., Cloninger, C. R., & Gough, H. C. (2006). The International Personality Item Pool and the future of public-domain personality measures. *Journal of Research in Personality*, 40, 84-96.
- Goodwin, R., Polek, E., & Bardi, A. (2012). The temporal reciprocity of values and beliefs: A longitudinal study within a major life transition. *European Journal of Personality*, 26(3), 360-370.
- Green, E.G.T., Deschamps, J., & Páez, D. (2005). Variation of individualism and collectivism within and between 20 countries. *Journal of Cross-Cultural Psychology*, 36(3), 321-339.
- Gupta, V., & Hanges, P.J. (2004). Regional and climate clustering of societal cultures. In R.J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.), (2004). *Culture, leadership, and organizations. The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Gupta, V., Hanges, P.J., & Dorfman, P. (2002). Cultural clusters: Methodology and findings. *Journal of World Business*, 37, 11-15.
- Harzing, A.K. (1995). The persistent myth of high expatriate failure rates. *The International Journal of Human Resource Management*, 6(2), 457-474.

- Hofmann, D. A. (2002). Issues in multilevel research: Theory development, measurement, and analysis. In S. G. Rogelberg (Ed.), *Handbook of research methods in industrial and organizational psychology*. New York: Blackwell.
- Hofstede, G. (1980). Motivation, leadership, and organization: Do American theories apply abroad? *Organizational Dynamics*, 9, 42-63.
- Hofstede, G. (1991). *Cultures and Organization: Software of the mind*. London: McGraw-Hill.
- Hofstede, G. (1998). Attitudes, values and organizational culture: Disentangling the concepts. *Organization Studies*, 19(3), 477-493.
- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W., & Gupta, V. (2004). *Culture, leadership, and organizations. The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Inglehart, R.F. (2008). Changing values among western publics from 1970 to 2006. *West European Politics*, 31, 130-146.
- Ivancevic, V.G., & Ivancevic, T.T. (2007). *Computational mind: A complex dynamics perspective*. Berlin: Springer.
- Javidan, M., House, R.J., & Dorfman, P.W., (2004). A nontechnical summary of GLOBE findings. In R.J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.), *Culture, leadership, and organizations. The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Johnson, J.J., & McIntye, C.L. (1998). Organizational culture and climate correlates of job satisfaction. *Psychological Reports*, 82, 843-850.
- Judge, T.A., & Bono, J.E. (2001). Relationship of core self-evaluations traits- self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology* 86(1), 80-92.

- Judge, T.A., Bono, J.E., Erez, A., & Locke, E.A. (2005). Core self-evaluations and job and life satisfaction: The role of self-concordance and goal attainment. *Journal of Applied Psychology, 90*, 257-268.
- Judge, T. A., Erez, A., Bono, J. E., & Thoresen, C. J. (2003). The core self-evaluations scale: Development of a measure. *Personnel Psychology, 56*(2), 303-331.
- Jung, T., Scott, T., Davies, H.T.O., Bower, P., Whalley, D., McNally, R., Russell, M. (2009). Instruments for exploring organizational culture: A review of the literature. *Public Administration Review, 69*, 1087-1096.
- Kim, J.O., & Ferree, G.D. (1981). Standardization in causal analysis. *Sociological Methods & Research, 10*, 187-210.
- Kirkcaldy, B., Siefen, R., Wittig, U., Schüller, A., Brähler, E., & Merbach, M. (2005). Health and emigration: Subjective evaluation of health status and physical symptoms in Russian-speaking migrants. *Stress and Health, 21*, 295-309.
- Kralewski, J., Wingert, T.D., & Barbouche, M.H. (1996). Assessing the culture of medical Group Practices. *Medical Care, 34*, 377-88.
- Kristof-Brown, A.L., Zimmerman, R.D., & Johnson, E.C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology, 58*, 281-342.
- LeBreton, J.M. & Senter, J.L. (2008). Answers to 20 questions about interrater reliability and interrater agreement. *Organizational Research Methods, 11*, 815-852.
- Lievens, F. (2007). Employer branding in the Belgian army, the importance of instrumental and symbolic beliefs for potential applicants, actual applicants and military employees. *Human Resource Management, 46*, 51-69.

- Lievens, F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel Psychology*, 56, 75–101.
- Lievens, F., Van Hove, G., & Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management*, 18, S45 – S58.
- Lievens, F., Van Hove, G., & Schreurs, B. (2005). Examining the relationship between employer knowledge dimensions and organizational attractiveness: An application in a military context. *Journal of Occupational and Organizational Psychology*, 78, 553–572.
- Lönnqvist, J., Jasinskaja-Lahti, I., & Verkasalo, M. (2011). Personal values before and after migration: A longitudinal case study on value change in Ingrian-Finnish migrants. *Social Psychological and Personality Science*, 2(6), 584-591.
- Louis, M.R. (1980). Surprise and sense making: What newcomers experience in entering unfamiliar organizational settings. *Administrative Science Quarterly*, 25, 226-251.
- Lubinski, D., Schmidt, D. B., & Benbow, C. P. (1996). A 20-year stability analysis of the study of values for intellectually gifted individuals from adolescence to adulthood. *Journal of Applied Psychology*, 81, 443-451.
- Lurie, I., & Riccucci, N.M. (2003). Changing the “culture” of welfare offices: From vision to front lines. *Administration & Society*, 34, 653–77.
- Luszczynska, A., Scholz, U., & Schwarzer, R. (2010). The general self-efficacy scale: Multicultural validation studies. *The Journal of Psychology: Interdisciplinary and Applied*, 139(5), 439-457.
- Marchland, A., Haines, V.Y., & Dextras-Gauthier, J. (2013). Quantitative analysis of organizational culture in occupational health research: a theory-based validation in 30 workplaces of the organizational culture profile instrument. *BMC Public Health*, 13.

- Mayerhofer, H., Hartmann, L.C., Michelitsch-Riedl, G., & Kollinger, I. (2004). Expatriate assignments: A neglected issue in global staffing. *International Journal of Human Resource Management*, 15, 1371-89.
- McNulty, Y., & Tharenou, P. (2005). Expatriate return on investment. *International Studies of Management and Organisation*, 34(3), 68-95.
- Meyers, L.S., Gamst, G., & Guarino, A.J. (2013). *Applied multivariate research: Design and interpretation*. Washington, DC: American Psychological Association. Thousand Oaks, CA: Sage.
- Miles, J., & Shevlin, M. (2001). *Applying Regression and Correlation: A Guide for Students and Researchers*. Thousand Oaks, CA: Sage.
- Miller, E.L. (1975). The job satisfaction of expatriate American managers: A function of regional location and previous international work experience. *Journal of International Business Studies*, 6(2), 65-72.
- Minkov, M. (2011). *Cultural Differences in a Globalizing World*. Bingley, UK: Emerald.
- Morgeson, F. P., & Hofmann, D. A. (1999). The structure and function of collective constructs: Implications for multilevel research and theory development. *Academy of Management Review*, 24, 249–265.
- Myers, B., & Pringle, J.K. (2005). Self-initiated foreign experience as accelerated development: Influences of gender. *Journal of World Business*, 40, 421-31.
- Nunally, J.C. (1978). *Psychometric theory* (2nd ed.). New York, NY: McGraw-Hill.
- Ones, D.S., & Viswesvaran, C. (1999). Relative importance of personality dimensions for expatriate selection: A policy capturing study. *Human Performance*, 12, 275-294.

- O'Reilly, C., Chatman, J., & Caldwell, D. (1991). People and organizational culture: A Q-sort approach to assessing person-organization fit. *Academy of Management Journal*, 34, 487-516.
- Peltokorpi, V., & Froese, F.J. (2009). Organizational expatriates and self-initiated expatriates: who adjusts better to work and life in Japan? *The International Journal of Human Resource Management*, 20(5), 1096-1112.
- Ployhart, R.E., & Bliese, P.D. (2006). *Individual adaptability (I-ADAPT) theory: Conceptualizing the antecedents, consequences, and measurement of individual differences in adaptability*. In C.S. Burke, L.G. Pierce, & E. Salas (Eds.), *Advances in human performance and cognitive engineering research* (Vol. 6, pp. 3-26). Amsterdam: Elsevier.
- Ralston, D.A., Terpstra, R.H., Cunniff, M.K., & Gustafson, D.J. (1995). Do expatriates change their behavior to fit a foreign culture? A study of American expatriates' strategies of upward influence. *Management International Review*, 35, 109-122.
- Ravlin, E. C., & Meglino, B. M. (1987). Effect of values on perception and decision making: A study of alternative work values measures. *Journal of Applied Psychology*, 72, 663-673.
- Rokeach, M. (1973) *The Nature of Human Values*. New York: Free Press.
- Ronen, S., & Shenkar, O. (1985). Clustering countries on attitudinal dimensions: A review and synthesis. *Academy of Management Review*, 10, 435-454.
- Sarros, J.C., Gray, J., Densten, I.L., & Cooper, B. (2005). The organizational culture profile revisited and revised: An Australian perspective. *Australian Journal of Management*, 30, 159-182.

- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453.
- Schneider, B., Goldstein, H.W., & Smith, D.B. (1995). The ASA framework: An update. *Personnel Psychology*, 48, 747-773.
- Schwartz, S. H. (2008). *Cultural Value Orientations: Nature and Implications of National Differences*. Moscow: State University–Higher School of Economics Press.
- Schwartz, S. H.(2009). Culture matters: National value cultures, sources and consequences. In R. S. Wyer, C. Chiu, & Y. Hong (Eds.), *Understanding culture: Theory, research, and application* (pp. 127-150). New York: Psychology Press.
- Schwarzer, R., & Jerusalem, M. (1995). Generalized Self-Efficacy scale. In J. Weinman, S. Wright, & M. Johnston, *Measures in health psychology: A user's portfolio. Causal and control beliefs* (pp. 35-37). Windsor, UK: NFER-NELSON.
- Selmer, J., & Luring, J. (2012). Reasons to expatriate and work outcomes of self-initiated expatriates. *Personnel Review*, 41(5), 665-684.
- Sheldon, K. M. (2005). Positive value change during college: Normative trends and individual differences. *Journal of Research in Personality*, 39, 209-223.
- Shim, I., & Paprock, K.E. (2002). A study focusing on American expatriates' learning in host countries. *International Journal of Training and Development*, 6(1), 13-24.
- Slaughter, J., Mohr, D., Zickar, M., & Highhouse, S. (2004). Personality trait inferences about organizations: Development of a measure and assessment of construct validity. *Journal of Applied Psychology*, 89, 85–103.
- Srivastava, S., John, O. P., Gosling, S. D., & Potter, J. (2003). Development of personality in early and middle adulthood: Set like plaster or persistent change? *Journal of Personality and Social Psychology*, 84, 1041-1053.

- Taras, V., Rownet, J., & Steel, P. (2012). Work-related acculturation: Change in individual work-related cultural values following immigration. *The International Journal of Human Resource Management*, 23, 1-22.
- Vandenberghe, C., & Peiro, J.M. (1999). Organizational and individual values: Their main and combined effects on work attitudes and perceptions. *European Journal of Work and Organizational Psychology*, 8(4), 569-581.
- Van Maanen, J. E., & Schein, E. H. (1977). Toward a theory of organizational socialization. *Research in Organizational Behavior*, 1, 209-264.
- von Koppenfels, A.K. (2013). Counting the Uncountable: Overseas Americans. *Migration Information Source*, May 2013. Retrieved from:
www.migrationinformation.org/Usfocus/display.cfm?id=951
- Wade, J.C., & Brittan-Powell, C. (2001). Men's attitudes toward race and gender equity: The importance of masculinity ideology, gender-related traits, and reference group identity dependence. *Psychology of Men & Masculinity*, 2(1), 42-50.

Appendix A:
The Shortened Lexical Organizational Culture Scale Dimensions and Items

Dimension	Number of Items in Dimension	Items
Innovative	5	Extraordinary, Boring*, Indistinctive*, Exciting, Ordinary*
Dominant	3	Gigantic, Huge, Enormous
Pace	5	Organized, Consistent, Knowledgeable, Efficient, Effective
Friendly	5	Demanding*, Hard*, Warm, Happy, Friendly
Prestigious	4	High-end, Upper-class, Sophisticated, Prestigious
Trendy	5	Marketable, Popular, Successful, Ambitious, Competitive
Corporate Social Responsibility	4	Conscious, Sustainable, Conscientious, Unselfish
Traditional	4	Old-fashioned*, Modern, Traditional*, Up-to-date
Diverse	2	Multicultural, Diverse

Note. Items indicated with an asterisk (*) load negatively on the dimension.

Appendix B: GLOBE Study Cultural Clusters and Countries

Cultural Cluster	Countries Included in Cluster
Anglo	England, Australia, South Africa (white sample), Canada, New Zealand, Ireland, United States
Latin Europe	Israel, Italy, Portugal, Spain, France, Switzerland (French speaking)
Nordic Europe	Finland, Sweden, Denmark
Germanic Europe	Austria, Switzerland, Netherlands, Germany
Eastern Europe	Hungary, Russia, Kazakhstan, Albania, Poland, Greece, Slovenia, Georgia
Latin America	Costa Rica, Venezuela, Ecuador, Mexico, El Salvador, Colombia, Guatemala, Bolivia, Brazil, Argentina
Sub-Saharan Africa	Namibia, Zambia, Zimbabwe, South Africa (black sample), Nigeria
Arab	Qatar, Morocco, Turkey, Egypt, Kuwait
Southern Asia	India, Indonesia, Philippines, Malaysia, Thailand, Iran
Confucian Asia	Taiwan, Singapore, Hong Kong, South Korea, China, Japan

Appendix C: Measures

Note. Items marked with * are reverse coded

Organizational Adjectives Survey (Chapman, Chapin, & Reeves, 2013)

(1 = Strongly disagree, 5 = Strongly agree)

This word describes my **current** organization:

Demanding*	_____	Modern	_____	Sophisticated	_____
Extraordinary	_____	Sustainable	_____	Traditional*	_____
Gigantic	_____	Indistinctive*	_____	Conscientious	_____
Organized	_____	Huge	_____	Exciting	_____
Marketable	_____	Knowledgeable	_____	Enormous	_____
Upper Class	_____	Successful	_____	Effective	_____
Old Fashioned*	_____	Warm	_____	Competitive	_____
Conscious	_____	High End	_____	Friendly	_____
Multicultural	_____	Diverse	_____	Prestigious	_____
Boring*	_____	Ordinary*	_____	Up to Date	_____
Consistent	_____	Efficient	_____	Unselfish	_____
Popular	_____	Ambitious	_____		
Hard*	_____	Happy	_____		

This word describes my **ideal** organization:

Demanding*	_____	Modern	_____	Sophisticated	_____
Extraordinary	_____	Sustainable	_____	Traditional*	_____
Gigantic	_____	Indistinctive*	_____	Conscientious	_____
Organized	_____	Huge	_____	Exciting	_____
Marketable	_____	Knowledgeable	_____	Enormous	_____
Upper Class	_____	Successful	_____	Effective	_____
Old Fashioned*	_____	Warm	_____	Competitive	_____
Conscious	_____	High End	_____	Friendly	_____
Multicultural	_____	Diverse	_____	Prestigious	_____
Boring*	_____	Ordinary*	_____	Up to Date	_____
Consistent	_____	Efficient	_____	Unselfish	_____
Popular	_____	Ambitious	_____		
Hard*	_____	Happy	_____		

How much do you believe this word describes the ideal organization for **locals in your home country?**:

Demanding*	_____	Extraordinary	_____	Gigantic	_____
------------	-------	---------------	-------	----------	-------

Organized	_____	Indistinctive*	_____	Traditional*	_____
Marketable	_____	Huge	_____	Conscientious	_____
Upper Class	_____	Knowledgeable	_____	Exciting	_____
Old Fashioned*	_____	Successful	_____	Enormous	_____
Conscious	_____	Warm	_____	Effective	_____
Multicultural	_____	High End	_____	Competitive	_____
Boring*	_____	Diverse	_____	Friendly	_____
Consistent	_____	Ordinary*	_____	Prestigious	_____
Popular	_____	Efficient	_____	Up to Date	_____
Hard*	_____	Ambitious	_____	Unselfish	_____
Modern	_____	Happy	_____		
Sustainable	_____	Sophisticated	_____		

How much do you believe this word describes the ideal organization for **locals in your host country**?:

Demanding*	_____	Modern	_____	Sophisticated	_____
Extraordinary	_____	Sustainable	_____	Traditional*	_____
Gigantic	_____	Indistinctive*	_____	Conscientious	_____
Organized	_____	Huge	_____	Exciting	_____
Marketable	_____	Knowledgeable	_____	Enormous	_____
Upper Class	_____	Successful	_____	Effective	_____
Old Fashioned*	_____	Warm	_____	Competitive	_____
Conscious	_____	High End	_____	Friendly	_____
Multicultural	_____	Diverse	_____	Prestigious	_____
Boring*	_____	Ordinary*	_____	Up to Date	_____
Consistent	_____	Efficient	_____	Unselfish	_____
Popular	_____	Ambitious	_____		
Hard*	_____	Happy	_____		

Job Satisfaction (Brayfield-Rothe, 1951)

(1 = Strongly disagree, 7 = Strongly agree)

1. I feel fairly satisfied with my present job.
2. Most days, I am enthusiastic about my work.
3. Each day of work seems like it will never end.*
4. I find real enjoyment in my work.
5. I consider my job rather unpleasant. *

Job Search Behaviors (Blau, 1994)

(1 = Never, 5 = Very frequently (at least 10 times))

1. Listed yourself as a job applicant in a newspaper, internet site, journal or

- professional association?
2. Sent out resumes to potential employers?
 3. Filled out a job application?
 4. Had a job interview with a prospective employer?
 5. Contacted an employment agency, search firm, or government employment service?
 6. Telephoned a prospective employer?

Subjective Fit (Piasentin & Chapman, 2007)

(1 = Strongly disagree, 7 = Strongly agree)

1. I fit in well with other people who work in my organization.
2. Other people in my organization would say that I am a good fit with the company.
3. I often feel like I am not well suited to the company I work for. *
4. Overall, I feel that my organization is a good match for me.
5. I would probably fit in better at another organization than the one I currently work for. *

Core Self-Evaluations (Judge et al., 2009)

(1 = Strongly disagree, 5 = Strongly agree)

1. I am confident I get the success I deserve in life.
2. Sometimes I feel depressed. *
3. When I try, I generally succeed.
4. Sometimes when I fail I feel worthless. *
5. I complete tasks successfully.
6. Sometimes, I do not feel in control of my work. *
7. Overall, I am satisfied with myself.
8. I am filled with doubts about my competence. *
9. I determine what will happen in my life.
10. I do not feel in control of my success in my career. *
11. I am capable of coping with most of my problems.
12. There are times when things look pretty bleak and hopeless to me. *

IPIP Big Five (Goldberg et al., 2006)

(1 = Strongly disagree, 5 = Strongly agree)

1. Am the life of the party.
2. Feel little concern for others.*
3. Am always prepared.
4. Get stressed out easily.*
5. Have a rich vocabulary.
6. Don't talk a lot.*
7. Am interested in people.
8. Leave my belongings around.*
9. Am relaxed most of the time.

10. Have difficulty understanding abstract ideas.*
11. Feel comfortable around people.
12. Insult people.*
13. Pay attention to details.
14. Worry about things.*
15. Have a vivid imagination.
16. Keep in the background.*
17. Sympathize with others' feelings.
18. Make a mess of things.*
19. Seldom feel blue.
20. Am not interested in abstract ideas.*
21. Start conversations.
22. Am not interested in other people's problems.*
23. Get chores done right away.
24. Am easily disturbed.*
25. Have excellent ideas.
26. Have little to say.*
27. Have a soft heart.
28. Often forget to put things back in their proper place.*
29. Get upset easily.*
30. Do not have a good imagination.*
31. Talk to a lot of different people at parties.
32. Am not really interested in others.*
33. Like order.
34. Change my mood a lot.*
35. Am quick to understand things.
36. Don't like to draw attention to myself.*
37. Take time out for others.
38. Shirk my duties.*
39. Have frequent mood swings.*
40. Use difficult words.
41. Don't mind being the center of attention.
42. Feel others' emotions.
43. Follow a schedule.
44. Get irritated easily.*
45. Spend time reflecting on things.
46. Am quiet around strangers.*
47. Make people feel at ease.
48. Am exacting in my work.
49. Often feel blue.*
50. Am full of ideas.

Demographic Questionnaire

1. Age: _____

2. Home Country: _____

3. Current Country: _____

4. Gender: Male Female

5. Which of the following best describes your cultural identity, regardless of birthplace?

Aboriginal	Chinese	Korean	South-Asian
Black	Filipino	Latin-American	South-East Asian
Caucasian	Japanese	Middle-Eastern	Other _____ please describe

6. Which of the following best describes the highest level of education you have completed?

High School	Graduate/Professional Degree
College Diploma	Other _____ please describe
University Degree	

7. What is your current employment status? Full-time Part-time

8. On average, how many hours per week do you work? _____ hours

9. In total, how many years of work experience do you have? _____

10. How long have you been employed at your current organization? _____ years _____ months

11. How would you classify your current organization? Local Multinational

12. Which of the following best describes your current occupation?

Accounting	Management
Administration	Marketing
Customer Service	Maintenance
Engineering	Operations
Education/Training	Production
Executive	Research
Finance	Strategy
Health Care	Sales
Hospitality	Technology
Human Resources	Other _____ please specify
Legal	

13. Which type of industry do you currently work in?

Biotechnology/Pharmaceuticals	Hospitality/Food and Beverage
Communication/Computers	Manufacturing
Construction	Nonprofit
Education	Professional Services
Energy/Utility/Natural Resources	Retail
Finance/Banking/Insurance	Transportation/Distribution
Government	Other _____ please specify
Health Care/Personal Services	

14. What is the approximate size of your organization?

1-50 employees
51-100 employees
101-250 employees
251-500 employees

501-1000 employees
1001-5000 employees
5001-10,000 employees
over 10,000 employees

Expatriate Experience Questionnaire

1. How long have you been living in your host country? _____ years _____ months
2. Have you ever lived in a country other than your home country in the past? Yes No
If you have lived abroad in the past, please list the countries in which you have lived for at least 3 months in the past:

3. Did your current organization offer cross-cultural training courses, either before or after you began work? Yes No
4. How would you rate your ability to communicate in the language/s spoken in your host country?
Cannot speak the local language
Basic level of understanding/speaking
Moderate level of understanding/speaking
High level of understanding/speaking
Fluent
5. For what primary reason did you move abroad?
International assignment from my organization
Marriage or partnership
Relocated with spouse/partner
For study
Found or seeking local employment
Other _____ (please explain)
6. Would you say you have engaged in any coping strategies to feel more comfortable living abroad?
Seeking support from others
Proactively resolving problems
Religion
Working out
Keeping in touch with friends and family back home
Exploring your host country
Other
7. How much contact (purposely making plans, "hanging out", or other non-necessary socialization) outside of classes would you say you have with locals in your host country?
(1 = No contact, 5 = Very frequent contact)
8. Do you feel that the words you would use to describe your ideal organization have changed since moving abroad?
Yes
No

Psychological Safety Scale (adapted from Edmondson, 1999)

(1 = Strongly disagree, 5 = Strongly agree)

1. If you make a mistake in this country, it is often held against you. *

2. People living in this country are able to bring up problems and tough issues.
3. People living here sometimes reject others for being different. *
4. It is safe to take a risk in this country.
5. It is difficult to ask other people living in this country for help. *
6. No one living in this country would deliberately act in a way that undermines my efforts.
7. Working with people in this country, my unique skills and talents are valued and utilized.

Appendix D.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Current Innovative	163	3.45	0.69	(.72)												
2. Host Innovative	161	3.65	0.67	.32**	(.65)											
3. Ideal Innovative	159	4.07	0.61	.33**	.41**	(.64)										
4. Home Innovative	154	3.70	0.67	.26**	.42**	.52**	(.70)									
5. Current Dominant	164	2.78	1.15	-.04	-.10	-.14	-.18*	(.90)								
6. Host Dominant	159	3.22	0.94	-.05	.06	-.17*	-.09	.38**	(.85)							
7. Ideal Dominant	158	2.69	1.05	-.11	-.10	-.24	-.19	.40**	.40**	(.93)						
8. Home Dominant	154	3.24	0.92	.08	-.08	-.05	.14	.18*	.41**	.43**	(.87)					
9. Current Pace	163	3.46	0.77	.40**	.04	.05	.10	.12	.07	.08	.14	(.80)				
10. Host Pace	160	3.91	0.67	.08	.43**	.24**	.30**	.09	.18*	.09	.08	.15	(.79)			
11. Ideal Pace	158	4.44	0.47	.09	.16	.26**	.36**	-.04	.02	-.02	.14	.06	.25**	(.79)		
12. Home Pace	154	4.13	0.65	.12	.26**	.21**	.36**	-.03	.05	.01	.10	.08	.40**	.40**	(.85)	
13. Current Friendly	164	3.19	0.62	.29**	-.03	.01	.08	-.08	-.11	-.11	.03	.37**	-.10	.10	.11	(.65)

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Variables	N	M	SD	14	15	16	17	18	19	20	21	22	23	24	25	26
1. Current Innovative	163	3.45	0.69	.15	.02	.10	.49**	.12	.08	.19*	.52**	.14	.16*	.27**	.44**	.09
2. Host Innovative	161	3.65	0.67	.26**	.17*	.18*	.02	.41**	.15	.12	.22**	.62**	.30**	.27**	.01	.42**
3. Ideal Innovative	159	4.07	0.61	.22**	.11	.18*	.05	.18*	.18*	.22**	.16*	.31*	.29**	.36**	.02	.16*
4. Home Innovative	154	3.70	0.67	.23**	.25**	.19*	.04	.21**	.06	.37**	.27**	.36**	.24**	.46**	.07	.19*
5. Current Dominant	164	2.78	1.15	-.12	-.11	-.02	.30**	.11	.23**	.08	.29**	.11	.10	-.01	.03	.04
6. Host Dominant	159	3.22	0.94	-.11	-.06	.01	.26**	.55**	.41**	.21**	.23**	.38**	.22**	.11	-.03	-.01
7. Ideal Dominant	158	2.69	1.05	-.02	.05	.06	.19*	.23**	.36**	.19*	.13	.04	.28**	.04	-.03	.13
8. Home Dominant	154	3.24	0.92	.03	.17*	-.00	.18*	.25**	.36**	.53**	.10	.13	.24**	.31**	.11	.14
9. Current Pace	163	3.46	0.77	.09	.01	.04	.39**	.18*	.05	.15	.51**	.11	.03	.13	.62**	.18*
10. Host Pace	160	3.91	0.67	.17*	.11	.07	.01	.32**	.17*	.19*	.27**	.59**	.23**	.39**	.03	.63**
11. Ideal Pace	158	4.44	0.47	.21**	.25**	.15	.05	.18*	.25**	.28**	.20*	.27**	.50**	.49**	.07	.25**
12. Home Pace	154	4.13	0.65	.16	.25**	.00	.05	.22**	.08	.34**	.20*	.31**	.29**	.69**	.12	.36**
13. Current Friendly	164	3.19	0.62	.23**	.07	-.04	.11	-.10	-.17*	.05	.18*	-.03	-.06	.10	.61**	.07

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Appendix D Continued.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	27	28	29	30	31	32	33	34	35	36	37	38	39	40
1. Current Innovative	163	3.45	0.69	.09	.10	.53**	.13	.08	.06	.28**	.08	.13	-.01	.39**	.50**	-.17*	.15
2. Host Innovative	161	3.65	0.67	.21**	.19*	.10	.54**	.11	.28**	.08	.39**	.15	.12	.03	.06	-.09	.21
3. Ideal Innovative	159	4.07	0.61	.37**	.24**	.02	.23**	.45**	.25**	-.06	-.04	.43**	.06	.08	.01	-.03	.13
4. Home Innovative	154	3.70	0.67	.33**	.33**	.04	.32**	.20*	.55**	.01	.04	.15	.27**	.05	.10	.06	.07
5. Current Dominant	164	2.78	1.15	-.12	-.02	.17*	-.05	-.02	-.07	.19*	.08	.15	-.07	.03	.04	.11	.03
6. Host Dominant	159	3.22	0.94	-.05	.03	.05	.19*	-.02	-.01	.08	.15	-.07	.03	-.09	-.04	-.03	-.02
7. Ideal Dominant	158	2.69	1.05	-.06	.06	.06	-.02	-.15	.00	.15	.09	-.07	.13	-.14	.09	.12	-.09
8. Home Dominant	154	3.24	0.92	.11	.02	.02	.07	.05	.10	.18*	.08	.08	.06	.02	.04	.12	-.03
9. Current Pace	163	3.46	0.77	.11	.04	.46**	.16*	-.05	.15	.28**	.08	.01	.09	.30**	.36**	-.11	.16*
10. Host Pace	160	3.91	0.67	.20*	.27**	.04	.47**	.06	.29**	.03	.33**	.20*	.24**	.10	.00	-.03	.08
11. Ideal Pace	158	4.44	0.47	.55**	.36**	-.02	.08	.28**	.31**	.12	.14	.38**	.23**	.02	.02	-.07	.17*
12. Home Pace	154	4.13	0.65	.33**	.66**	.01	.15	-.02	.49**	.02	.25**	.18*	.43**	.09	.08	-.05	.11
13. Current Friendly	164	3.19	0.62	.09	-.02	.28**	-.03	.00	.09	.20*	.09	-.02	.09	.38**	.37**	-.11	.19*

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Variables	N	M	SD	41	42	43	44	45	46	47	48	49	50	51	52	53	54
1. Current Innovative	163	3.45	0.69	.02	.06	.22**	.16	.07	.14	-.15	.13	.122	.06	-.03	.11	-.12	.02
2. Host Innovative	161	3.65	0.67	.19*	.15	.11	.03	.23**	-.05	-.09	.02	-.04	.07	-.05	.17*	.03	.01
3. Ideal Innovative	159	4.07	0.61	.19*	.22**	.10	.20*	.34**	.07	-.08	.04	.03	.09	.01	-.02	.02	-.10
4. Home Innovative	154	3.70	0.67	.08	.15	.18*	.03	.26**	-.02	-.04	.10	-.11	.16	.04	.07	-.02	.03
5. Current Dominant	164	2.78	1.15	.08	-.07	.01	.13	-.20*	-.04	-.09	.01	.34**	-.05	-.06	-.08	-.15	-.01
6. Host Dominant	159	3.22	0.94	.02	-.16*	.01	.05	-.23**	-.14	-.09	.07	.05	-.14	.04	-.04	-.14	-.05
7. Ideal Dominant	158	2.69	1.05	.15	.00	-.02	.04	-.22**	-.23**	-.02	-.13	.05	-.14	-.11	-.10	-.13	.06
8. Home Dominant	154	3.24	0.92	-.01	.03	.08	.05	-.11	-.15	.05	.04	-.10	-.02	-.03	.04	-.17*	.06
9. Current Pace	163	3.46	0.77	.06	.19*	.18*	.11	.01	.11	.01	.17*	.10	.07	-.21*	-.02	-.19*	.10
10. Host Pace	160	3.91	0.67	.17*	.17*	.03	.06	.14	.01	-.13	.05	-.05	.04	-.11	.04	-.09	.06
11. Ideal Pace	158	4.44	0.47	.07	.27**	.26**	-.05	.09	.02	.11	.00	-.11	.07	.02	-.02	-.05	.03
12. Home Pace	154	4.13	0.65	.14	.24**	.16	.04	.08	-.03	-.08	.06	-.22**	-.02	.08	.04	.03	.07
13. Current Friendly	164	3.19	0.62	-.06	.17*	.14	.08	.05	.02	.14	-.06	-.01	-.01	-.05	.02	-.10	.07

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Appendix D Continued.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
14. Host Friendly	160	3.58	0.64	.15	.26**	.22**	.23**	-.12	-.11	-.02	.03	.09	.17*	.21**	.16	.23**
15. Ideal Friendly	159	3.68	0.60	.02	.17*	.11	.25**	-.11	-.06	.05	.17*	.01	.11	.25**	.25**	.07*
16. Home Friendly	154	3.68	0.65	.10	.18*	.18*	.19*	-.02	.01	.06	.00	.04	.07	.15	.00	-.04
17. Current Prestigious	163	3.32	0.80	.49**	.02	.05	.04	.30**	.26**	.19*	.18*	.39**	.01	.05	.05	.11
18. Host Prestigious	159	3.70	0.72	.12	.41**	.18*	.21**	.11	.55**	.23**	.25**	.18*	.32**	.18*	.22**	-.10
19. Ideal Prestigious	158	3.73	0.74	.08	.15	.18*	.06	.23**	.41**	.36**	.36**	.05	.17*	.25**	.08	-.17*
20. Home Prestigious	155	3.79	0.72	.19*	.12	.22**	.37**	.08	.21**	.19*	.53**	.15	.19*	.28**	.34**	.05
21. Current Trendy	164	3.82	0.65	.52**	.22**	.16*	.27**	.29**	.23**	.13	.10	.51**	.27**	.20	.20*	.18*
22. Host Trendy	160	4.03	0.59	.14	.62*	.31	.36**	.11	.38**	.04	.13	.11	.59**	.27**	.31**	-.03
23. Ideal Trendy	158	4.12	0.52	.16*	.30**	.29**	.24**	.10	.22**	.28**	.24**	.03	.23**	.50**	.29**	-.06
24. Home Trendy	154	4.13	0.58	.27**	.27**	.36**	.46**	-.01	.11	.04	.31**	.13	.39**	.49**	.69**	.10
25. Current CSR	163	3.45	0.75	.44**	.01	.02	.07	.03	-.03	-.03	.11	.62**	.03	.07	.12	.61**
26. Host CSR	161	3.68	0.72	.09	.42**	.16*	.19*	.04	-.01	.13	.14	.18*	.63**	.25**	.36**	.07

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Variables	N	M	SD	14	15	16	17	18	19	20	21	22	23	24	25	26
14. Host Friendly	160	3.58	0.64	(.67)												
15. Ideal Friendly	159	3.68	0.60	.22**	(.60)											
16. Home Friendly	154	3.68	0.65	.38**	.36**	(.66)										
17. Current Prestigious	163	3.32	0.80	.01	-.01	.10	(.78)									
18. Host Prestigious	159	3.70	0.72	.15	.01	.12	.35**	(.74)								
19. Ideal Prestigious	158	3.73	0.74	.02	-.04	.14	.38**	.50**	(.75)							
20. Home Prestigious	155	3.79	0.72	.13	.25**	.05	.27**	.44**	.42**	(.61)						
21. Current Trendy	164	3.82	0.65	.12	.03	.08	.59**	.30**	.25**	.24**	(.75)					
22. Host Trendy	160	4.03	0.59	.11	.09	.06	.13	.61**	.30**	.30**	.32**	(.72)				
23. Ideal Trendy	158	4.12	0.52	.27**	.18*	.32**	.24**	.39**	.62**	.36**	.36**	.40**	(.69)			
24. Home Trendy	154	4.13	0.58	.26**	.33**	.16*	.16*	.34**	.24**	.59**	.32**	.39**	.47**	(.73)		
25. Current CSR	163	3.45	0.75	.14	.04	-.04	.33**	-.02	-.05	.11	.38**	.01	.02	.16*	(.75)	
26. Host CSR	161	3.68	0.72	.43**	.22**	.15	.07	.17*	.19*	.27**	.20*	.34**	.28**	.37**	.25**	(.69)

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Appendix D Continued.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	27	28	29	30	31	32	33	34	35	36	37	38	39	40
14. Host Friendly	160	3.58	0.64	.24**	.19*	-.02	.18*	.15	.18*	.10	.12	.13	.13	.16*	.12	-.13	.16*
15. Ideal Friendly	159	3.68	0.60	.48**	.21*	.05	.15	.22**	.38**	.03	.03	.28**	.28**	-.02	-.04	.07	.00
16. Home Friendly	154	3.68	0.65	.15	.22**	.02	.05	.25**	.15	-.05	.04	.15	.14	-.09	-.11	.10	.12
17. Current Prestigious	163	3.32	0.80	-.01	.08	.48**	.07	-.05	-.02	.22**	.15	.07	.16*	.13	.25**	-.09	.05
18. Host Prestigious	159	3.70	0.72	.18*	.22**	.08	.46**	.14	.15	.04	.22**	.04	.08	-.02	-.01	-.01	.02
19. Ideal Prestigious	158	3.73	0.74	.12	.17*	-.02	.13	.21**	.06	.15	.13	.13	.03	-.07	.04	.10	.12
20. Home Prestigious	155	3.79	0.72	.23**	.17*	.04	.25**	.17*	.28**	.15	.17*	.20*	.13	.03	.05	.11	-.03
21. Current Trendy	164	3.82	0.65	.17*	.16	.47**	.18*	.04	.20*	.25**	.15	.13	.13	.22**	.35**	-.13	.09
22. Host Trendy	160	4.03	0.59	.26**	.20*	.03	.48**	.24**	.22**	.10	.32**	.21**	.13	.05	.01	-.02	.10
23. Ideal Trendy	158	4.12	0.52	.38**	.38**	.00	.14	.36**	.30**	.14	.20*	.25**	.14	-.09	.03	.02	.15
24. Home Trendy	154	4.13	0.58	.46**	.52**	.09	.23**	.23**	.48**	.02	.16*	.36**	.34**	.12	.10	.02	.14
25. Current CSR	163	3.45	0.75	.21*	.16	.43**	.00	.03	.13	.36**	.12	.04	.16	.36**	.45**	-.17	.19*
26. Host CSR	161	3.68	0.72	.31**	.32**	.08	.29**	.04	.23**	.08	.38**	.20*	.30**	.09	.04	.01	.15

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Variables	N	M	SD	41	42	43	44	45	46	47	48	49	50	51	52	53	54
14. Host Friendly	160	3.58	0.64	.08	.22**	.15	.01	.11	.02	.00	.04	.05	-.02	-.04	-.07	.02	-.07
15. Ideal Friendly	159	3.68	0.60	.07	.26**	.03	-.07	.11	-.13	.10	-.17	-.13	.03	-.02	-.02	.11	.00
16. Home Friendly	154	3.68	0.65	.01	.02	.15	.02	.11	.01	.06	-.05	.12	.00	.01	-.18*	.06	-.09
17. Current Prestigious	163	3.32	0.80	.07	-.05	.14	.22**	-.08	-.03	-.14	.01	.21**	-.02	-.09	-.06	-.12	.00
18. Host Prestigious	159	3.70	0.72	.16	.07	.07	-.01	.03	-.05	-.09	.02	.01	-.04	-.09	-.10	-.08	-.10
19. Ideal Prestigious	158	3.73	0.74	.20*	-.03	.19*	.07	-.10	.00	-.10	.06	.15	.12	-.06	.11	-.06	-.05
20. Home Prestigious	155	3.79	0.72	.09	.04	.14	-.03	.10	-.08	-.03	.03	-.09	-.02	-.06	.07	-.05	.04
21. Current Trendy	164	3.82	0.65	.19*	.02	.19*	.13	-.07	.00	-.11	.13	.21**	.08	-.06	-.02	-.21*	-.01
22. Host Trendy	160	4.03	0.59	.11	.05	.10	.08	.11	-.07	-.03	.02	.05	.14	-.04	.10	-.07	-.03
23. Ideal Trendy	158	4.12	0.52	.07	.07	.22**	.04	-.05	-.06	-.10	.04	.13	.04	-.03	.02	-.16*	-.03
24. Home Trendy	154	4.13	0.58	.18*	.24**	.15	.03	.12	-.08	.01	.04	-.19	.00	-.07	.00	-.07	.01
25. Current CSR	163	3.45	0.75	-.04	.17*	.22**	.11	-.13	.11	.11	.13	.05	.05	-.12	.07	-.20*	.17*
26. Host CSR	161	3.68	0.72	.100	.24**	.16*	.03	.04	.05	-.03	-.02	.04	-.03	-.09	.06	-.07	.10

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Appendix D Continued.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
27. Ideal CSR	157	4.23	0.59	.09	.21**	.37**	.33**	-.12	-.05	-.06	.11	.11	.20*	.55**	.33**	.09
28. Home CSR	153	3.76	0.72	.10	.19*	.24**	.33**	-.02	.03	.06	.02	.04	.27**	.36**	.66**	-.02
29. Current Traditional	164	3.16	0.86	.53**	.10	.02	.04	.17*	.05	.06	.02	.46**	.04	-.02	.01	.28**
30. Host Traditional	159	3.49	0.66	.13	.54**	.23**	.32**	-.05	.19*	-.02	.07	.16	.47**	.08	.15	-.03
31. Ideal Traditional	158	3.95	0.56	.08	.11	.45**	.20*	-.02	-.02	-.15	.05	-.05	.06	.28**	-.02	.00
32. Home Traditional	153	3.57	0.60	.06	.28**	.25**	.55**	-.07	-.07	.00	.10	.15	.29**	.31**	.49**	.09
33. Current Diverse	164	3.82	1.00	.28**	.08	-.06	.01	.19*	.19*	.15	.18*	.28**	.03	.12	.02	.20*
34. Host Diverse	159	3.48	0.97	.08	.39**	-.04	.04	.08	.08	.09	.08	.08	.33**	.14	.25**	.09
35. Ideal Diverse	157	4.41	0.68	.13	.15	.43**	.15	.04	.04	-.07	.08	.01	.20*	.38**	.18*	-.02
36. Home Diverse	153	3.34	0.99	-.01	.12	.06	.27**	.03	.03	.13	.06	.09	.24**	.23**	.43**	.09
37. Satisfaction Scale	165	5.39	1.25	.39**	.03	.08	.05	.04	-.09	-.14	.02	.30**	.10	.02	.09	.38**
38. Fit Scale	163	5.11	1.20	.50**	.06	.01	.10	.11	-.04	.09	.04	.36**	.00	.02	.08	.37**
39. Job Search Scale	165	1.84	0.98	-.17*	-.09	-.03	.06	.03	-.03	.12	.12	-.11	-.03	-.07	-.05	-.11
40. Efficacy Scale	163	3.73	0.57	.15	.21**	.13	.07	-.07	-.02	-.09	-.03	.16*	.08	.17*	.11	.19*

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Variables	N	M	SD	14	15	16	17	18	19	20	21	22	23	24	25	26
27. Ideal CSR	157	4.23	0.59	.24**	.48**	.15	-.01	.18*	.12	.23**	.17*	.26**	.38**	.46**	.21**	.31**
28. Home CSR	153	3.76	0.72	.19*	.21**	.22**	.08	.22**	.17*	.17	.16	.20*	.38**	.52**	.16	.32**
29. Current Traditional	164	3.16	0.86	-.02	.05	.02	.48**	.08	-.02	.04	.47**	.03	.00	.09	.43**	.08
30. Host Traditional	159	3.49	0.66	.18*	.15	.05	.07	.46**	.13	.25**	.18*	.48**	.14	.23**	.00	.29**
31. Ideal Traditional	158	3.95	0.56	.15	.22**	.25**	-.05	.14	.21**	.17*	.04	.24**	.36**	.23**	.03	.04
32. Home Traditional	153	3.57	0.60	.18*	.38**	.15	-.02	.15	.06	.28**	.20*	.22**	.30**	.48**	.13	.23**
33. Current Diverse	164	3.82	1.00	.10	.03	-.05	.22**	.04	.15	.15	.25**	.10	.14	.02	.36**	.08
34. Host Diverse	159	3.48	0.97	.12	.03	.04	.15	.22**	.13	.17*	.15	.32**	.20*	.16*	.12	.38**
35. Ideal Diverse	157	4.41	0.68	.13	.28**	.15	.07	.04	.13	.20*	.13	.21**	.25**	.36**	.04	.20*
36. Home Diverse	153	3.34	0.99	.13	.28**	.14	.16*	.08	.03	.13	.13	.13	.14	.34**	.16	.30**
37. Satisfaction Scale	165	5.39	1.25	.16*	-.02	-.09	.13	-.02	-.07	.03	.22**	.05	-.09	.12	.36**	.09
38. Fit Scale	163	5.11	1.20	.12	-.04	-.11	.25	-.01	.04	.05	.35**	.01	.03	.10	.45**	.04
39. Job Search Scale	165	1.84	0.98	-.13	.07	.10	-.09	-.01	.10	.11	-.13	-.02	.02	.02	-.17*	.01
40. Efficacy Scale	163	3.73	0.57	.16*	.00	.12	.05	.02	.12	-.03	.09	.10	.15	.14	.19*	.15*

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Appendix D Continued.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	27	28	29	30	31	32	33	34	35	36	37	38	39	40
27. Ideal CSR	157	4.23	0.59	(.78)													
28. Home CSR	153	3.76	0.72	.49**	(.76)												
29. Current Traditional	164	3.16	0.86	-.07	-.02	(.81)											
30. Host Traditional	159	3.49	0.66	.08	.08	.07	(.63)										
31. Ideal Traditional	158	3.95	0.56	.30**	.08	-.01	.20*	(.60)									
32. Home Traditional	153	3.57	0.60	.28**	.36**	.04	.43**	.32**	(.61)								
33. Current Diverse	164	3.82	1.00	-.02	-.06	.32**	.11	-.03	.01	(.76)							
34. Host Diverse	159	3.48	0.97	.11	.18*	-.04	.31**	-.09	.06	.32**	(.80)						
35. Ideal Diverse	157	4.41	0.68	.48**	.23**	.00	.12	.35**	.11	.19*	.10	(.80)					
36. Home Diverse	153	3.34	0.99	.29**	.54**	.00	.21**	-.07	.43**	.04	.28**	.22	(.81)				
37. Satisfaction Scale	165	5.39	1.25	.15	.05	.12	.06	-.05	.08	.11	.07	.09	.04	(.86)			
38. Fit Scale	163	5.11	1.20	-.04	-.02	.40**	.00	-.04	.10	.30**	.09	-.04	-.05	.44**	(.84)		
39. Job Search Scale	165	1.84	0.98	.00	.00	-.05	-.05	.06	-.03	.00	-.08	.06	-.01	-.33**	-.27**	(.91)	
40. Efficacy Scale	163	3.73	0.57	.07	.04	.13	-.04	.10	.12	.10	.08	.11	-.03	.21**	.22**	-.11	(.82)

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Variables	N	M	SD	41	42	43	44	45	46	47	48	49	50	51	52	53	54
27. Ideal CSR	157	4.23	0.59	.16*	.43**	.17*	-.03	.07	.10	.13	-.01	-.14	.01	-.06	-.09	-.02	-.03
28. Home CSR	153	3.76	0.72	.08	.27**	.25**	.05	-.02	.03	.03	.05	-.04	-.08	.05	-.10	-.02	.00
29. Current Traditional	164	3.16	0.86	-.04	.08	.01	.17*	-.04	-.04	.02	-.05	.10	.05	-.14	.01	-.03	.09
30. Host Traditional	159	3.49	0.66	.04	.14	.05	-.10	.12	-.08	-.12	.11	.04	.12	-.02	-.02	-.03	.07
31. Ideal Traditional	158	3.95	0.56	.00	.02	.10	.10	.08	.10	.02	-.06	.12	.10	.01	-.02	-.06	-.04
32. Home Traditional	153	3.57	0.60	.06	.24**	.14	.04	.07	-.04	-.03	.09	-.22**	.14	.05	.03	-.06	.17*
33. Current Diverse	164	3.82	1.00	.03	.09	.10	.05	-.10	.08	.15	.11	.17*	.09	-.08	.05	-.07	.02
34. Host Diverse	159	3.48	0.97	.20*	.04	.13	.00	.03	-.05	.05	-.01	-.02	.00	-.08	.06	-.15	.11
35. Ideal Diverse	157	4.41	0.68	.17*	.29**	.08	.11	.21**	.09	.09	-.09	.04	-.01	-.08	-.08	.09	-.02
36. Home Diverse	153	3.34	0.99	.14	.28**	.18*	.02	.06	-.02	.03	.04	-.03	.06	-.02	.01	-.10	.08
37. Satisfaction Scale	165	5.39	1.25	.15	.12	.02	.06	-.04	.13	.06	.01	.08	-.04	-.10	.03	-.12	-.02
38. Fit Scale	163	5.11	1.20	.13	.03	.11	.08	-.03	.16*	.03	.21**	.04	.09	-.13	.07	-.15	.12
39. Job Search Scale	165	1.84	0.98	-.06	-.07	.07	-.02	.12	-.16*	.00	-.23**	-.05	-.02	.05	-.02	.06	-.06
40. Efficacy Scale	163	3.73	0.57	.33**	.00	.23**	.58**	.28**	.16*	.08	-.02	.06	-.01	-.04	.05	-.06	.10

Note. Cronbach Alphas appear on the diagonal in parenthesis.

** $p < 0.01$ * $p < 0.05$

Appendix D Continued.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
41. Extraversion	160	3.28	.61	.02	.19*	.19*	.08	.08	.02	.15	-.01	.06	.17*	.07	.14	-.06
42. Agreeableness	160	4.00	.59	.06	.15	.22**	.15	-.07	-.16*	.00	.03	.19*	.17*	.27**	.24**	.17*
43. Conscientiousness	160	3.76	.62	.22**	.11	.10	.18*	.01	.01	-.02	.08	.18*	.03	.26**	.16	.14
44. Emotionality	160	3.34	.71	.16	.03	.20*	.03	.13	.05	.04	.05	.11	.06	-.05	.04	.08
45. Openness	160	3.93	.55	.07	.23**	.34**	.26**	-.20*	-.23**	-.22**	-.11	.01	.14	.09	.08	.05
46. Age	161	36.25	9.58	.14	-.05	.07	-.02	-.04	-.14	-.23**	-.15	.11	.01	.02	-.03	.02
47. Gender ^a	164	-	-	-.15	-.09	-.08	-.04	-.09	-.09	-.02	.05	.01	-.13	.11	-.08	.14
48. Tenure	162	37.10	45.49	.13	.02	.04	.10	.01	.07	-.13	.04	.17*	.05	.00	.06	-.06
49. Org Type ^b	163	-	-	.12	-.04	.03	-.11	.34**	.05	.05	-.10	.10	-.05	-.11	-.22**	-.01
50. Time Abroad	152	63.98	69.87	.06	.07	.09	.16	-.05	-.14	-.14	-.02	.07	.04	.07	-.02	-.01
51. Training Abroad ^c	146	-	-	-.03	-.05	.01	.04	-.06	.04	-.11	-.03	-.21*	-.11	.02	.08	-.05
52. Language Ability	154	3.48	1.60	.11	.17*	-.02	.07	-.08	-.04	-.10	.04	-.02	.04	.02	.00	.00
53. Self-Initiation ^d	154	-	-	-.12	.03	.02	-.02	-.15	-.14	-.13	-.17*	-.19	-.09	-.05	.03	-.10
54. Value Change ^e	151	-	-	.02	.01	-.10	.03	-.01	-.05	.06	.06	.10	.06	.03	.07	.07

Note. Cronbach Alphas appear on the diagonal in parenthesis. Missing values are 1 item scales.

** $p < 0.01$ * $p < 0.05$ ^a

Male = 1, Female = 2. ^b Local = 1, Multinational = 2 ^c Training offered = 1, No training = 2 ^d Not self-initiated = 1, Self-initiated = 2 ^e Perceived value change = 1, No perceived change = 2

Variables	N	M	SD	14	15	16	17	18	19	20	21	22	23	24	25	26
41. Extraversion	160	3.28	.61	.08	.07	.01	.07	.16	.20*	.09	.19*	.11	.07	.18*	-.04	.10
42. Agreeableness	160	4.00	.59	.22**	.26**	.02	-.05	.07	-.03	.04	.02	.05	.07	.24**	.17*	.24**
43. Conscientiousness	160	3.76	.62	.15	.03	.15	.14	.07	.19*	.14	.19*	.10	.22**	.15	.22**	.16*
44. Emotionality	160	3.34	.71	.01	-.07	.02	.22**	-.01	.07	-.03	.13	.08	.04	.03	.11	.03
45. Openness	160	3.93	.55	.11	.11	.11	-.08	-.03	-.10	.10	-.07	.11	-.05	.12	-.13	.04
46. Age	161	36.25	9.58	.02	-.13	.01	-.03	-.05	.00	-.08	.00	-.07	-.06	-.08	.11	.05
47. Gender ^a	164	-	-	.00	.10	.06	-.14	-.09	-.10	-.03	-.11	-.03	-.10	.01	.11	-.03
48. Tenure	162	37.10	45.49	.04	-.17*	-.05	.01	.02	.06	.03	.13	.02	.04	.04	.13	-.02
49. Org Type ^b	163	-	-	.05	-.13	.12	.21**	.01	.15	-.09	.21**	.05	.13	-.19*	.05	.01
50. Time Abroad	152	63.98	69.87	-.02	.03	.00	-.02	-.04	.12	-.02	.08	.14	.04	.00	.05	-.03
51. Training Abroad ^c	146	-	-	-.04	-.02	.01	-.09	-.09	-.06	-.06	-.06	-.04	-.03	-.07	-.12	-.09
52. Language Ability	154	3.48	1.60	-.07	-.02	-.18*	-.06	-.10	.11	.07	-.02	.10	.02	.00	.07	.06
53. Self-Initiation ^d	154	-	-	.02	.11	.06	-.12	-.08	-.06	-.05	-.21*	-.07	-.16*	-.07	-.20*	-.07
54. Value Change ^e	151	-	-	-.07	.00	-.09	.00	-.10	-.05	.04	-.01	-.03	-.03	.01	.17*	.10

Note. Cronbach Alphas appear on the diagonal in parenthesis. Missing values are 1 item scales.

** $p < 0.01$ * $p < 0.05$ ^a

Male = 1, Female = 2. ^b Local = 1, Multinational = 2 ^c Training offered = 1, No training = 2 ^d Not self-initiated = 1, Self-initiated = 2 ^e Perceived value change = 1, No perceived change = 2

Appendix D Continued.
Means, Standard Deviations, and Internal Intercorrelations Among Variables

Variables	N	M	SD	27	28	29	30	31	32	33	34	35	36	37	38	39	40
41. Extraversion	160	3.28	.61	.16*	.08	-.04	.04	.00	.06	.03	.20*	.17*	.14	.15	.13	-.06	.33**
42. Agreeableness	160	4.00	.59	.43**	.27**	.08	.14	.02	.24**	.09	.04	.29**	.28**	.12	.03	-.07	.00
43. Conscientiousness	160	3.76	.62	.17*	.25**	.01	.05	.10	.14	.10	.13	.08	.18*	.02	.11	.07	.23**
44. Emotionality	160	3.34	.71	-.03	.05	.17*	-.10	.10	.04	.05	.00	.11	.02	.06	.08	-.02	.58**
45. Openness	160	3.93	.55	.07	-.02	-.04	.12	.08	.07	-.10	.03	.21**	.06	-.04	-.03	.12	.28**
46. Age	161	36.25	9.58	.10	.03	-.04	-.08	.10	-.04	.08	-.05	.09	-.02	.13	.16*	-.16*	.16*
47. Gender	164	-	-	.13	.03	.02	-.12	.02	-.03	.15	.05	.09	.03	.06	.03	.00	.08
48. Tenure	162	37.10	45.49	-.01	.05	-.05	.11	-.06	.09	.11	-.01	-.09	.04	.01	.21**	-.23**	-.02
49. Org Type ^b	163	-	-	-.14	-.04	.10	.04	.12	-.22**	.17*	-.02	.04	-.03	.08	.04	-.05	.06
50. Time Abroad	152	63.98	69.87	.01	-.08	.05	.12	.10	.14	.09	.00	-.01	.06	-.04	.09	-.02	-.01
51. Training Abroad	146	-	-	-.06	.05	-.14	-.02	.01	.05	-.08	-.08	-.08	-.02	-.10	-.13	.05	-.04
52. Language Ability	154	3.48	1.60	-.09	-.10	.01	-.02	-.02	.03	.05	.06	-.08	.01	.03	.07	-.02	.05
53. Self-Initiation	154	-	-	-.02	-.02	-.03	-.03	-.06	-.06	-.07	-.15	.09	-.10	-.12	-.15	.06	-.06
54. Value Change	151	-	-	-.03	.00	.09	.07	-.04	.17*	.02	.11	-.02	.08	-.02	.12	-.06	.10

Note. Cronbach Alphas appear on the diagonal in parenthesis. Missing values are 1 item scales.

** $p < 0.01$ * $p < 0.05$ ^a

Male = 1, Female = 2. ^b Local = 1, Multinational = 2 ^c Training offered = 1, No training = 2 ^d Not self-initiated = 1, Self-initiated = 2 ^e Perceived change = 1, No perceived change = 2

Variables	N	M	SD	41	42	43	44	45	46	47	48	49	50	51	52	53	54
41. Extraversion	160	3.28	.61	(.88)													
42. Agreeableness	160	4.00	.59	.28**	(.86)												
43. Conscientiousness	160	3.76	.62	.13	.27**	(.82)											
44. Emotionality	160	3.34	.71	.14	.01	.17*	(.86)										
45. Openness	160	3.93	.55	.29**	.22**	.21**	.17*	(.79)									
46. Age	161	36.25	9.58	.08	.09	.24**	.16	.12	-								
47. Gender ^a	164	-	-	.08	.19*	.08	-.12	.05	.16*	-							
48. Tenure	162	37.10	45.49	-.04	.04	.21**	-.05	.00	.25**	-.19*	-						
49. Org Type ^b	163	-	-	-.04	-.18*	.15	.13	-.16	.16*	-.23**	.09	-					
50. Time Abroad	152	63.98	69.87	.17*	.09	.19*	-.10	.14	.32**	-.04	.31**	-.05	-				
51. Training Abroad ^c	146	-	-	-.16*	.03	.12	-.02	.01	.04	.07	-.08	-.07	.00	-			
52. Language Ability	154	3.48	1.60	.09	-.09	.15	.00	.03	.09	.03	.06	-.01	.33**	.05	-		
53. Self-Initiation ^d	154	-	-	-.12	-.03	-.07	-.09	.19*	-.01	.07	-.24**	-.28**	-.02	.16	.01	-	
54. Value Change ^e	151	-	-	-.13	-.05	.03	.02	-.09	.01	-.06	-.01	.02	-.11	.03	-.05	.06	-

Note. Cronbach Alphas appear on the diagonal in parenthesis. Missing values are 1 item scales.

** $p < 0.01$ * $p < 0.05$ ^a

Male = 1, Female = 2. ^b Local = 1, Multinational = 2 ^c Training offered = 1, No training = 2 ^d Not self-initiated = 1, Self-initiated = 2 ^e Perceived change = 1, No perceived change = 2

Appendix E: Principle Components Analysis Structure Matrices

5.1 Current Organization PCA

Adjective Name	1	2	3	4	5	6	7	8	9
Happy	.838	.429	.364	-.021	.394	.369	.113	.309	-.040
Friendly	.834	.415	.286	.009	.255	.192	.201	.307	-.113
Warm	.807	.397	.232	-.096	.423	.379	.153	.314	-.061
Conscientious	.768	.570	.382	.031	.238	.281	.282	.321	-.036
Unselfish	.694	.335	.196	-.091	.315	-.083	.221	.188	-.115
Boring	.530	-.007	.297	-.093	.516	.426	.301	.037	-.056
Organized	.424	.783	.288	.130	.324	.228	.321	.343	-.176
Efficient	.566	.735	.287	.225	.530	.373	.084	.376	-.479
Sustainable	.380	.708	.224	.113	.307	.237	.358	.413	.029
Consistent	.292	.678	.125	.036	.047	.023	.068	-.030	.100
Effective	.649	.654	.469	.203	.421	.481	.068	.324	-.326
Knowledgeable	.404	.643	.534	.021	.397	.457	.359	.488	-.163
Conscious	.593	.637	.273	-.110	.383	.145	.456	.513	.032
High End	.321	.256	.792	.156	.426	.343	.256	.248	-.254
Prestigious	.215	.224	.781	.268	.151	.375	.269	.154	-.105
Sophisticated	.360	.357	.680	.215	.446	.431	.221	.272	-.329
Exciting	.614	.344	.648	.083	.498	.553	.121	.362	-.121
Enormous	.066	.175	.234	.894	.079	.153	-.057	.105	-.193
Huge	-.090	.108	.124	.892	.053	.148	.132	.135	-.145
Gigantic	.118	.278	.307	.816	.217	.194	.220	.201	-.229
Old Fashioned	.294	.285	.253	.055	.839	.308	.231	.302	-.116
Modern	.420	.466	.417	.110	.754	.294	.506	.496	-.363
Traditional	.263	.134	.366	.030	.749	.364	-.165	.228	.060
Up to Date	.564	.521	.645	.142	.702	.383	.226	.423	-.314
Competitive	.314	.314	.431	.258	.344	.778	.107	.289	-.232
Ambitious	.296	.230	.373	.045	.430	.728	.272	.263	-.230
Ordinary	.346	.036	.592	-.243	.456	.649	.199	.237	.071
Successful	.456	.368	.625	.310	.304	.644	.333	.186	-.109
Upper Class	.212	.269	.482	.119	.175	.186	.733	.142	-.165
Marketable	.146	.384	.232	.063	.177	.556	.637	.257	-.072
Extraordinary	.452	.288	.407	-.082	.502	.296	.571	.291	-.228
Popular	.350	.273	.196	.334	.171	.340	.547	.185	-.066
Multicultural	.222	.242	.137	.134	.279	.181	.216	.878	-.094
Diverse	.392	.336	.346	.107	.358	.295	-.001	.822	-.152
Hard	-.008	-.019	-.175	-.061	-.013	-.093	-.059	-.067	.700
Demanding	.018	.073	-.204	-.093	-.211	-.407	-.174	-.027	.630
Indistinctive	-.048	-.001	.407	-.378	.099	.359	.101	.225	.506

5.2 Ideal Organization PCA

Adjective Name	1	2	3	4	5	6	7	8	9
Friendly	.866	.398	.221	-.024	.279	.331	.089	.178	.015
Warm	.808	.312	.217	.035	.327	.345	.219	.004	-.064
Happy	.797	.433	.191	-.050	.134	.322	.133	.231	.085
Unselfish	.687	.349	.288	-.015	.265	.448	.118	.089	-.179
Sustainable	.676	.361	.404	-.065	.246	.318	.287	.289	-.399
Exciting	.646	.338	.338	.135	.293	.453	.252	.360	.278
Conscientious	.594	.473	.112	.098	.172	.136	.261	-.078	-.313
Conscious	.590	.470	.273	.021	.414	.435	.359	.023	-.446
Extraordinary	.524	.213	.449	.137	.489	.384	.421	-.027	.119
Efficient	.490	.824	.328	.093	.180	.153	.384	.195	.187
Effective	.401	.785	.178	.005	.160	.239	.361	.107	.059
Organized	.320	.760	.382	.029	.238	.290	.102	.177	-.117
Successful	.511	.643	.479	.077	.503	.426	.406	.161	.123
Consistent	.286	.643	.280	.173	.168	.271	.076	-.075	-.248
Knowledgeable	.572	.630	.292	-.018	.406	.269	.400	.045	-.199
Up to Date	.589	.623	.546	.139	.302	.304	.615	.300	.081
Ambitious	.597	.608	.469	.154	.240	.167	.517	.278	.358
Upper Class	.021	.146	.732	.362	.033	.022	.178	-.079	.069
Marketable	.278	.431	.689	.097	.159	.278	.217	.199	-.132
High End	.187	.197	.672	.221	.057	.358	.358	.151	.327
Prestigious	.250	.365	.670	.437	.205	.096	.338	.060	.379
Popular	.381	.218	.669	.412	.078	-.006	.151	.002	-.002
Huge	.020	.077	.307	.931	-.153	-.063	.143	-.218	.147
Gigantic	.046	.033	.275	.916	-.166	-.097	.091	-.177	.209
Enormous	-.047	.000	.305	.909	-.197	-.022	.027	-.231	.099
Ordinary	.102	.112	.026	-.132	.764	.232	.155	.298	.025
Boring	.390	.331	.199	-.179	.731	.353	.236	.314	-.030
Indistinctive	.152	.030	.016	-.308	.652	.186	-.055	.176	.037
Diverse	.482	.352	.213	.033	.338	.874	.235	.149	.061
Multicultural	.457	.335	.321	-.084	.363	.863	.164	.246	-.150
Modern	.419	.552	.604	.130	.377	.609	.399	.311	-.035
Demanding	-.006	-.229	-.068	-.097	-.178	-.008	-.760	-.019	-.306
Hard	-.065	.054	-.195	.016	.072	-.047	-.633	.078	.155
Competitive	.147	.427	.432	.432	.251	.057	.609	.249	.220
Traditional	.023	.030	-.052	-.236	.207	.101	-.043	.854	.024
Old Fashioned	.171	.063	.052	-.284	.296	.256	.045	.816	.129
Sophisticated	.306	.266	.487	.274	.270	.230	.432	.101	.504

5.3 Ideal Organization for Host Country Locals PCA

Adjective Name	1	2	3	4	5	6	7	8	9
Friendly	.848	-.066	.258	.339	.193	.506	.268	.213	-.015
Unselfish	.765	-.014	.127	.300	.179	.222	.295	.131	.035
Warm	.751	.042	.296	.219	.057	.508	.242	.062	.040
Up to Date	.709	.214	.363	.345	.567	.600	.331	.432	.256
Effective	.698	.050	.309	.679	.486	.441	.346	.283	-.108
Happy	.671	-.117	.313	.139	-.081	.633	.232	-.076	.118
Efficient	.637	.110	.337	.583	.631	.494	.317	.453	-.206
Knowledgeable	.634	.064	.242	.507	.409	.575	.335	.405	.084
Enormous	.150	.843	.203	-.007	.264	.231	.010	.064	-.096
Gigantic	.126	.821	.282	.215	.286	.168	.104	.158	.288
Huge	-.088	.814	.147	.152	.115	.079	.073	-.046	.124
Upper Class	.036	.599	.424	-.012	.091	.224	.035	.022	.579
Marketable	.151	.298	.731	.256	.139	.372	.281	.146	.252
Popular	.173	.375	.664	.240	.017	.255	.045	-.102	.293
Successful	.501	.332	.663	.259	.313	.479	.176	.270	-.003
Prestigious	.441	.584	.646	.089	.405	.382	.113	.180	-.078
Ordinary	.406	-.055	.627	.009	.316	.419	.323	.414	-.044
Extraordinary	.224	.375	.558	.402	.220	.351	.224	.122	.268
Indistinctive	.061	-.219	.557	.146	-.076	.101	.101	.260	.261
Boring	.441	-.199	.548	.220	.183	.443	.527	.262	.141
Sustainable	.347	-.004	.141	.778	.136	.391	.340	-.134	.183
Organized	.313	.141	.261	.776	.301	.235	.298	.328	.238
Consistent	.128	.164	.258	.658	.060	.072	.054	.137	.099
Conscious	.209	-.236	.133	.568	-.062	.436	.462	-.135	.450
Demanding	-.145	-.230	-.156	-.155	-.744	-.257	-.220	-.306	-.066
Competitive	.384	.230	.364	.369	.703	.386	.210	.343	-.151
Hard	.109	-.068	.162	.087	-.603	.121	.179	.032	.139
Sophisticated	.384	.380	.430	.225	.392	.720	.135	.243	.117
Exciting	.448	.202	.468	.084	.372	.719	.290	.197	.005
Conscientious	.536	-.125	.027	.522	.156	.667	.378	.121	-.006
Ambitious	.394	.279	.549	.321	.604	.611	.340	.242	.030
High End	.254	.496	.443	-.053	.210	.543	-.009	.100	.254
Multicultural	.191	.081	.240	.327	.147	.235	.875	.241	.166
Diverse	.368	.123	.286	.178	.197	.383	.831	.106	.090
Traditional	.187	.068	.245	.108	.278	.151	.169	.896	.023
Modern	.360	.156	.339	.469	.293	.342	.299	.213	.658
Old Fashioned	.054	.019	.488	.074	-.155	.327	.133	.461	.534

5.4 Ideal Organization for Home Country Locals PCA

Adjective Name	1	2	3	4	5	6	7	8	9
Efficient	.781	.330	.247	.180	.266	.344	.165	.351	-.177
Successful	.773	.457	.300	.204	.124	.356	.121	.154	.104
Effective	.764	.381	.236	.153	.149	.422	.368	.394	-.207
Up to Date	.763	.471	.478	.294	.109	.442	.097	.247	-.274
Organized	.759	.205	-.011	.167	.156	.126	.309	.219	.115
Knowledgeable	.755	.347	.308	.178	.230	.134	.315	.334	-.201
Marketable	.681	.312	.098	.081	.175	.132	.192	.152	.423
Sustainable	.673	.280	.026	.093	.408	.132	.387	.127	.128
Modern	.673	.303	.230	.363	.201	.462	.008	.244	.024
Ambitious	.664	.424	.367	.290	.330	.504	.116	.445	-.038
Friendly	.302	.815	.139	.289	.081	.084	.130	-.101	.098
Happy	.219	.814	.114	.224	.115	.219	.117	-.070	.047
Warm	.528	.758	.176	.145	.312	.131	.253	.012	-.005
Exciting	.389	.715	.427	.590	.085	.394	-.008	.164	-.022
Unselfish	.493	.675	.259	.024	.309	.077	.266	-.023	-.245
Gigantic	.171	.151	.872	.012	-.088	.386	-.116	.266	.015
Enormous	.193	.208	.872	-.030	-.039	.449	-.085	.124	.058
Huge	.127	.121	.793	-.015	.056	.296	-.094	.082	.188
Extraordinary	.600	.506	.640	.420	.082	.281	-.146	.413	-.096
Upper Class	.132	.220	.499	.245	-.208	.400	-.148	.319	.471
Boring	.413	.656	.190	.744	-.046	.102	.072	.039	-.031
Old Fashioned	.244	.243	-.061	.736	.236	.076	-.062	-.028	-.027
Ordinary	.061	.072	.081	.691	.079	.099	-.010	.125	.117
Indistinctive	.066	.190	-.208	.558	-.269	.041	.358	.239	.005
Traditional	.185	.046	-.090	.534	.431	-.310	-.396	.044	-.056
Multicultural	.354	.307	.056	.202	.841	.041	.194	.066	-.053
Diverse	.450	.355	.187	.214	.725	.179	.244	.188	-.236
Sophisticated	.347	.157	.314	.137	.286	.768	.081	.207	.083
Prestigious	.312	.420	.454	.202	-.312	.740	.039	.151	.101
Competitive	.432	.299	.322	.132	-.100	.658	.355	.459	-.206
High End	.415	.161	.553	-.060	.046	.592	-.135	.222	.285
Conscious	.434	.289	-.015	.159	.377	.147	.699	.170	-.030
Conscientious	.461	.445	.156	.206	.246	.139	.691	.192	-.343
Consistent	.542	.172	.142	.015	.161	.289	.616	.262	.131
Hard	-.185	.054	-.169	.057	-.016	-.280	-.180	-.841	.048
Demanding	-.316	.060	-.110	-.149	-.090	-.094	-.082	-.834	.186
Popular	.219	.323	.288	.228	-.008	.246	-.037	-.057	.705