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Impression Management and Cross-Cultural Adaptation Measures

By

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B.A., Wake Forest University, Winston-Salem, North Carolina, 1994

A Thesis

Submitted to the Graduate Faculty

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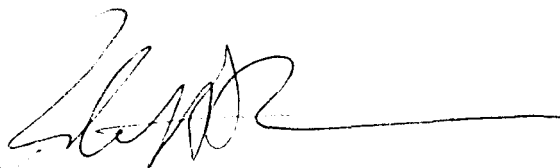
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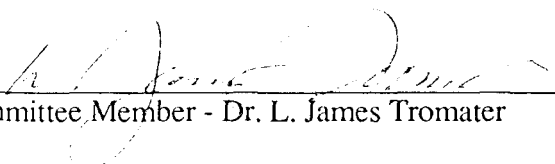
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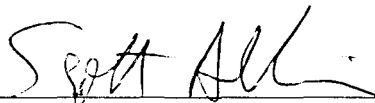Master of Arts

in

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I certify that I have read this thesis and find that, in scope and quality, it satisfies the requirements for the degree of Master and Arts/Sciences.

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Impression Management and Cross-Cultural Adaptation Measures

The presence of the new world economy has forced individuals and groups representing various organizations historically foreign to each other in terms of language, norms, and culture to actively interact and communicate with each other in order to conduct business. These interactions are often not as successful as either side had originally hoped for a variety of reasons that typically reflect an ignorance of cultural standards, the most notable being the rules governing routine communication. Often, as in the case of expatriate business managers, a successful exchange is thwarted due to a certain degree of miscommunication, misperception, and misevaluation on both sides involved in the interaction (Giacalone & Beard, 1994). Such obstructions can strain future relations between unfamiliar organizations as well as arouse personal suspicions between the expatriate and the foreign nationals (FN). More importantly, these communication impediments pervade every facet of life for the expatriate and his or her family, producing unhappiness in the current surroundings and hindering adjustment to the host country and its culture. When expatriates' processes of adjustment are impeded, they are liable to be inefficient or unproductive in the workplace resulting in not only their dismissal from their current assignment, but damage to their personal reputations as well as the reputations of their employers.

The price for failure in foreign assignments can be considerably steep in terms of monetary resources as well as human resources. Estimates have shown that between 16% and 40% of all expatriates who are sent overseas return home prematurely because of poor performance or their inability to adjust to the foreign environment (Baker & Ivancevich, 1971; Black, 1988; Dunbar & Ehrlich, 1986; Tung, 1981). Even among those expatriates who stay, 50% are considered ineffective or performing at low levels of productivity

(Copeland & Griggs, 1985). The price tag attached to such failed foreign assignments can cost an organization anywhere from $50,000 on upwards to $150,000 *per failure* (Copeland & Griggs, 1985; Harris & Moran, 1979; Misa & Fabricatore, 1979). In fact, Copeland and Griggs (1985) estimated that the direct costs alone to American firms for failed expatriate assignments adds up to over $2 billion a year, and this does not include unmeasurable losses such as lost business opportunities, tainted reputations and a reduced marketplace to sell foreign goods.

Although precise and objective fiscal data examining expatriate failure has been collected by researchers as well as business entities, surprisingly little literature exists outlining the means for prevention of such costly ventures (Black & Mendenhall, 1990). Viewing communication dynamics as a major source of ineffective adaptation and unsuccessful foreign assignments, organizations operating in international arenas would benefit considerably from analyzing the problems that arise during communication exchanges from a preventative standpoint in order to insure constructive business dealings and successful cross-cultural (CC) adaptation for their employees stationed overseas (Giacalone & Rosenfeld, 1989, 1991).

The ability to adapt cross-culturally to distinct lifestyles and environments particular to foreign countries appears to be at the apex of successful foreign assignments (see Adler, 1991; Gudykunst & Ting-Toomey, 1988; Samovar, Porter, & Jain, 1981). Within this adaptation process it is the communication skills of the people involved that play a major role in determining the proficiency with which business in conducted and adaptation is successful (Gudykunst, Wiseman, & Hammer, 1977; Ruben & Kealey, 1979). Effective communication skills such as listening, the control of verbal and non-verbal cues, and feedback all contribute to the effectiveness of the foreign environment and fortunately, are

all relatively easy to monitor and enhance via impression management techniques (Schermerhorn, Hunt, & Osborn, 1995).

Impression management (IM) theory offers a cognitive and interpersonal framework within which to address issues concerning the controllability of communication tactics. Generally speaking, IM addresses the behaviors exhibited by individuals attempting to establish and regulate desired perceptions of themselves in the eyes of a select audience (Schneider, 1981). The IM approach assumes that a basic motive of individuals both inside and outside organizations is to be viewed by others in a favorable manner (Goffman, 1959). In other words, people actively control their behaviors to achieve impressions they wish to make, as well as to avoid people, situations, and characteristics contradictory to that desired image (Giacalone & Beard, 1994).

The methods by which impressions are established via communication styles are essential for understanding expatriate failure. An easy assumption to make when examining communication problems between expatriates and FN is that miscommunication is a by-product of parochialism, i.e., the assumption that the ways of your culture are the only ways of doing things. In particular, communication problems are often assumed to be the result of a lack of respect for or an indifference toward the beliefs, values, and lifestyles of foreign cultures (Giacalone & Beard, 1994). However, parochial attitudes do not necessitate ethnocentric attitudes, i.e., the assumption that the ways of your culture are the best ways of doing things. Expatriates may indeed value the traditions of other cultures, but for various reasons such as poor self-presentation skills and improper CC training, they are unable to present themselves in a culturally-consistent manner necessary for important business transactions. In other words, sources of communication problems may reflect an *inability* to create appropriate impressions on people, not necessarily an *attitude* towards a

distinct group or culture (see Giacalone & Beard, 1994, for a model of dysfunctional communication).

Viewed as an ability, self-monitoring (SM) is the offspring of IM. Self-monitoring is an ability to consciously observe and regulate behaviors (Snyder, 1974, 1979) whereas IM is the propensity to regulate behaviors according to situational cues. As one might expect, the ability to control self-presentational behaviors varies considerably between individuals. Consider the following:

Two American top-management supervisors, Pat and Francis, have just been sent to Japan to represent their firm in a major business deal. Pat explains his portion of the contract at a comfortable pace, guaranteeing that everyone understands his company's offer while Francis rushes through his portion of the contract in the interests of time. Francis continually reminds the Japanese how popular and lucrative this product has been in the United States in the hopes that his rhetoric will eventually convince the Japanese to sign his contract.

Pat, on the other hand, explains the contract from the standpoint of how valuable or marketable this product would be to the average Japanese consumer. He cites previous marketing trends and consumer needs particular to the Japanese culture. Furthermore, Pat consciously applies his limited knowledge of the Japanese language and norms to his interactions with his Japanese colleagues whereas Francis depreciates the value of such behavior modification, opting to employ norms of communication that are traditionally American.

People such as Pat naturally have the ability to change their attitudes and behaviors according to the environment in which they find themselves; these people are called *high self-monitors*. Other people, such as Francis, do not pay close attention to situational cues,

and therefore, their behavior is not molded by the changing climate of their surroundings. Francis never incorporated the feedback he was given during the interaction, and therefore, was unable to modify his behavior in a manner appropriate to the situation. People like Francis are referred to as *low self-monitors*.

The basic premise underlying the concept of SM, (i.e., that people can observe and control behavior) is also the foundation for IM research. SM purports that humans are cognizant creatures who are able to assimilate external cues into modifications of behavior. Likewise, IM theory suggests that humans not only vary their behaviors according to situation, they strive to make favorable impressions on people, regardless of situation. Because these two psychological concepts are so similar, researchers readily use Snyder's (1979) Self-Monitoring scale (SMS) as a measure for determining IM ability. People can fall anywhere on a continuum ranging from low SM ability (people who do not or cannot use situational cues to modify their behavior in order to make auspicious impressions) to high SM ability (people who are able to invoke guidance from their environment on how to behave). This continuum also applies for the three subscales of the SMS (Briggs, Cheek, & Buss, 1980). The first subscale is described as *Extraversion*: or "being the center of attention, telling jokes and stories, and being good at charades" (p.681). The second subscale, *Other-Directedness*, represents "pleasing others, conforming to the social situation, and masking one's true feelings" (p.681) whereas the third subscale, *Acting*, emphasizes "acting, entertaining, or spontaneous public speaking...[and] the ability to lie, which obviously involved acting" (p.681). It has been speculated that people who are score as high SM/IM on these subscales (or who have been taught IM techniques) are more effective in their overseas assignments due to the "correct" impressions they present to their FN colleagues (Giacalone & Beard, 1994). See Table 1 for a complete description of the

subscales.

One environment in which *effective* IM is a necessity is in workplaces throughout the world. The employer-employee relationship is a standard milieu in which people actively manipulate the impressions they present as a means for obtaining certain outcomes such as recognition, praise, and acceptance (Giacalone & Rosenfeld, 1989, 1991). The extent to which such behaviors are consciously or unconsciously activated has been a source of debate within IM literature (Giacalone & Beard, 1994). Specifically, some researchers have viewed IM behaviors as means for gaining social power through active manipulations of social interactions (Tedeschi, 1981; Tedeschi, Schlenker, & Bonoma, 1971) while others advocate that implementation of such behaviors are standardized processes through which people become familiar with others (Goffman, 1959).

Giacalone and Rosenfeld (1991) wrote a book, Applied Impression Management: How Image-Making Affects Managerial Decisions, in an attempt to "mainstream" the concept of IM, thereby presenting the concept as a "normal" part of organizational settings and business interactions:

> ...impression management is so ubiquitous in organizational life, management
> practitioners must certainly be in need of advice that organizational researchers
> can provide.   (p. 9)

Other researchers in the field of IM have noted that an individual's propensity for managing his or her impressions and presenting himself or herself in a desirable manner is a natural process void of sinister motivators. Schlenker & Weigold (1990) indicated that

> It is myopic to argue that self-presentation primarily involves pretense, deception, or
> illegitimacy. Self-presentation involves packaging desired self-identifications so that
> audiences draw a preferred conclusion....There is nothing nefarious, superficial, or
> Machiavellian about packaging. Just as a textbook writer must edit information about
> themselves in everyday life to provide the "best" description possible. (p. 827)

Furthermore, the process of managing impressions has been deemed habitual in nature:

> Although some writers have used the term *impression management* to refer to the self-conscious deception of others (e.g., Gaes, Kalle, & Tedeschi, 1978) there is no compelling psychological reason why impression management must be either duplicitous or under conscious control. Impression management may be the product of highly overlearned habits or scripts, the original functions of which people have long forgotten.   (Tetlock & Manstead, 1985, pp. 61-62)

Although the concept of IM was initially viewed as an insincere and hypocritical method for presenting temporary, spurious personality portraits (see Tedeschi & Rosenfeld, 1981), it is now considered to be an artifact of everyday social interactions, bearing no spiteful or ominous overtones (Giacalone & Rosenfeld, 1991). In fact, some researchers (Paulhus, 1984, 1988) have gone so far as to say humans have an <u>unconscious</u> manager of impressions. But how would or does one measure an unconscious artifact in interpersonal interactions?

The Balanced Inventory of Desirable Responding (BIDR) offers one solution (Paulhus, 1988). The BIDR measures two constructs: self-deceptive enhancement (the tendency to give self-reports that are honest but positively biased) and impression management (deliberate self-presentation to an audience). Individuals who score high on the self-deceptive enhancement (SDE) items of the BIDR are referred to as self-deceptive enhancers. These people, in contrast with self-monitors, actually believe their overly positive self-reports (Rosenfeld, Giacalone, & Riordan, 1995). High SDE individuals may believe what they say for a variety of reasons including "...little insight...not in touch with reality...[and being] very self-centered" (Rosenfeld et al., 1995, p.108). Whatever the reason, the usefulness of the BIDR as a scale to measure deception of others and deception of self is extremely relevant for determining the degree to which unconscious and conscious IM pervades the perceptions we give to others. See Table 2 for a complete description of the subscales.

It is possible that all IM processes would be better off viewed primarily as natural

components in social and business interactions, not as artificial means of behaving. Furthermore, examinations of IM tactics should address the positive consequences (i.e., facilitating adaptation processes) as well as the negative consequences of manipulating such impressions (unconsciously deceiving self and others, possibly resulting in contaminations of data that imply having abilities that are not factual). Either way, instructing employees on the potential usefulness of appropriate IM behaviors is not only possible (Martinko, 1991), but can be beneficial in terms of business opportunities for multinational organizations as well as successful adaptation for the employees who represent such groups.

Impression Management as a Predictor

The ability to manage impressions can have a direct positive impact on the ability of expatriates to successfully adapt to their new surroundings. That is, an individual who is effective at demonstrating appropriate behaviors during interactions with FN will most likely be accepted and respected by foreign hosts more readily than an individual who fails to integrate foreign customs and norms into his or her realm of behaviors. For example, in the business world, giving the "right" impression can mean a promotion, raise, or laudatory comments for employees climbing the corporate ladder while on a global scale the "right" impressions may pave the way for future business and possibly alliances between companies with headquarters in different countries. Intuitively, the secret to managing the "right" impressions is knowing what the "right" impressions should be. An American expatriate would not fare well in front of Japanese business partners if he or she was assertive, loud, and inflexible. If, on the other hand, the expatriate knew or actively observed the verbal and non-verbal communication styles of the Japanese partners and then incorporated them into his or her own conversational style, more time would be spent effectively conducting business than if the two sides had to waste time and possibly

damage reputations learning to adjust to the awkwardness of the situation. Consequently, the proper utilization of effective IM techniques is often a consuming and continuous process covering every portion of the expatriate's assignment overseas, thereby facilitating the overall CC adaptation process.

The processes and components particular to CC adaptation have been examined extensively in the CC literature (Anderson, 1994; Black,1988; Black & Gregerson, 1991; Black & Mendenhall, 1991; Black, Mendenhall, & Oddou, 1991; Kealey, 1990; Mendenhall & Oddou, 1985; Ruben & Kealey, 1979; Torbiorn, 1982; Tung, 1981, 1982; Ward & Kennedy, 1994). Initially, adaptation was viewed as a unidimensional, global phenomenon (Abe & Wiseman, 1983; Gullahorn & Gullahorn, 1963; Oberg, 1960; Pinder & Schroeder, 1987; Torbiorn, 1982) but recent studies have shown adaptation to be a multifaceted experience (Black, 1988; Black & Stephens, 1989).

The adaptation process begins with a "honeymoon stage" in which expatriates are excited about exploring their new environment. It is in this stage that proper IM techniques such as listening, learning, and observing may first be employed (correctly or incorrectly). The second stage involves a period of disillusionment and frustration with the new surroundings. It is during this stage that expatriates realize that their ways of operating in society are different from the ways of the FN. They must employ general IM techniques such as objective observation and active imitation of socially acceptable behaviors in order to surpass the daily frustrations that are inherent to moving into and operating within a foreign country.

The third stage is called the "adjustment stage". In the adjustment stage individuals learn how to *effectively* adapt to the new culture while also learning the socially appropriate behaviors specific to that culture. This is the most critical stage in terms of effective IM. In

this stage expatriates learn how to recognize and create the "right" impression by integrating what they have learned about the cultural parameters of their new home.

The fourth and final stage is characterized by a "plateau" in the adjustment process. The execution of IM techniques during this stage of adjustment does not require the amount of effort previously expended during the former stages. Once an expatriate has reached this point, previously overt IM tactics become automatic and are consistently applied across all situations with relative ease. In other words, the expatriate has successfully adapted to his or her new assignment.

Successful CC adaptation includes a variety of principal components that directly relate to IM behaviors. The following six general principles have been formulated to describe CC adaptation (Anderson, 1994):

(1) Adaptation involves adjustments

(2) Adaptation involves learning

(3) Adaptation implies a stranger-host relationship

(4) Adaptation is cyclical, continuous and interactive

(5) Adaptation is relative, and

(6) Adaptation implies personal development

The IM paradigm is easily applicable to these adaptation principles in that it is an integral component during these six processes.

As we mentioned previously, IM plays a role in *adjustment* whereby proper IM may ease transitional processes. Individuals who present themselves in a manner appropriate to their surroundings are more apt to receive guidance and assistance from FN, making the necessary adjustments relatively easier than if they disregarded the cultural norms of their hosts. In *learning*, effective IM techniques apply what the expatriate has

learned about the culture in order to develop culturally appropriate behaviors. The process of managing impressions implies a continual learning process, i.e., individuals adept at managing their impressions continuously integrate novel behaviors into their different modes of image presentation.

As with adaptation, new situations that demand the use of IM skills also imply a *stranger-host relationship*. The ability to manage one's impressions effectively in novel situations helps to maintain the delicate relationship between host and guest by minimalizing the cultural norm differences between the two. That is, *strangers* who are high impression managers may not necessarily subscribe to the hosts' interaction norms but they will give the impression that they do. Once the differences between the two parties are minimalized, their similarities (either natural or artificially implied) may facilitate productive communication between the *stranger* and *host*..

Like adaptation, the process of IM is *always in motion*, with behaviors constantly being revised and updated. Expatriates will never be able to fully assimilate into another culture for there are distinct cognitive processes particular to each culture that will never completely change. Therefore, the process of managing impressions may progress from being blatant attempts at adaptation to automatic responses to the environment. However, these modes of adaptation will last the duration of the time spent in the new environment and will always be revised due to the changing nature of cultural norms and behaviors.

This perpetual revision process relates to our next principle, *relativity* in two ways. First, IM techniques can be corrected only if a new situation arises and therefore the alteration must be specific and relative to the new situation. Secondly, IM behaviors that are appropriate across all situations in one culture may be openly disrespectful in another culture. For example, if an American businessman notices that most Japanese businessmen

cross their legs he may want to emulate that behavior in future meetings with foreigners. However, if that same American crosses his legs in Saudi Arabia with the bottoms of his shoes observable to his foreign contemporaries, his actions will be seen as rude and irreverent.

IM also plays a crucial role in the last principle of adaptation, *personal development*, in that IM directly impacts self-actualization processes. The process of learning and emulating the ways of others undoubtedly causes individuals to reflect on the appropriateness and character of their own national customs and beliefs. Only when people become open to diversity will they begin to appreciate the uniqueness and worth of their own culture as well as other cultures, objectifying their "place in the world" while allowing for personal maturity and growth.

Considering these extremely similar patterns between CC adaptation and IM, we hypothesize that the two concepts are highly interrelated such that objective measures of IM ability such as the SMS and BIDR can be used as predictive measures for responses on CC adaptation measures that are, in turn, used as self-selection instruments (CCAI) or selection instruments (CCII). In other words, we believe firms will be able to employ regression analyses as a means for predicting an employee's ability to cross-culturally adapt (measurable by the CC adaptation scales) from his or her respective IM tendencies as reported by the SMS and BIDR. Once the degree of correlation between the two measures has been determined (assuming the hypothesis mentioned above is supported), organizations will then be able to use information of this type as a precluding method aimed at preventing expatriate failure among their employees on overseas assignments.

During this study subjects' responses from two already-existing measures of CC adaptation will be correlated with their results on the SMS (Snyder, 1979) and the BIDR

(Paulhus, 1988). The first CC measure, the Cross-Cultural Adaptability Inventory [CCAI] (Meyers & Kelley, 1992), was designed and is used solely as a self-selection measure, i.e., for personal use. This inventory consists of four subscales: *Emotional Resilience, Flexibility/Openness, Perceptual Acuity,* and *Personal Autonomy.* The *Emotional Resilience* subscale assesses "the extent to which a person can self-regulate his or her emotions, maintain emotional equilibrium amidst a new or changing environment, and "bounce back" from and deal constructively with the setbacks and difficult feelings which are a normal part of the cross-cultural experience." (p. A-1) The *Flexibility/Openness* subscale assesses "the extent to which a person enjoys the different ways of thinking and behaving which are usually encountered in the cross-cultural experience." (p.A-5) The third subscale, *Perceptual Acuity*, assesses "the extent to which a person pays attention to, and accurately perceives, various aspects of the environment." (p. A-8) whereas the last subscale, *Personal Autonomy*, assesses "the extent to which a person has evolved a personal system of values and beliefs which he or she feels comfortable and confident enough to act on amidst diversity." (p. A-11) See Table 3 for a complete description of the subscales.

The second CC measure, the Cross-Cultural Interaction Inventory [CCII] (Yellen & Mumford, 1975), contrasts the CCAI in terms of what it is used for. The CCII was designed as a selection instrument (i.e., to select prospective overseas business managers) to be used by international organizations. This inventory consists of seven subscales including *Sociability, Empathy, Intellectual Curiosity, Patience, Adaptability, Acceptance,* and *orality.* See Table 4 for a complete description of the subscales.

The purpose of the present study is to determine the degree to which IM (as measured by the SMS and BIDR) correlates with (1) a CC adaptation self-selection

measure (CCAI) that does not motivate individuals to alter their responses as well as (2) a CC adaptation measure (CCII) that can motivate individuals to alter their responses due to the context in which it is answered, i.e., as a selection procedure. Additionally, the relationship between the extent to which individuals unconsciously bias their responses and their ability to adapt cross-culturally (as measured by both CC scales) will be examined.

We hypothesize the following results:

(1) Responses on both CC adaptation measures will significantly correlate with responses on the SMS and the BIDR.

(2) Responses on the SMS and IM items will have a higher correlation with the selection CC measure (CCII) than with the self-selection CC measure (CCAI).

(3) Responses on the SDE items of the BIDR will correlate with responses on the CC adaptation measures but to a lesser degree than responses on the SMS and IM items of the BIDR.

(4) Responses on the SDE items of the BIDR will correlate with responses on both CC measures to similar degrees.

(5) Responses on the SMS and BIDR will predict responses on both CC adaptation measures.

<div align="center">Method</div>

Subjects

Subjects (N = 112) were taken from two distinct populations. The first population (N = 35) consisted of employees from international corporations based in Richmond, Virginia. All of these subjects had extensive experience working with and living amongst natives of foreign countries for periods of two weeks or more. The age groupings of these subjects were as follows: 11 subjects were between 31-40 years of age, 16 subjects were

between 41-50 years of age, and eight subjects were 51 years or older. The second

population (N = 77) consisted of undergraduate students enrolled in an International

Management course at the University of Richmond whose participation fulfilled a course

requirement. The ages of these subjects were as follows: 65 subjects were between 18-21

years old, nine subjects were between 22-25 years old, two subjects were 31-40 years old,

and one subject was 51 years old or older. See Table 5 for a complete description of

populations.

Measures

As mentioned before, the concepts of self-monitoring and impression management

are virtually interchangeable and therefore, Snyder's Self-Monitoring Scale (1979) was

used to determine a general ability to manage impressions. The SMS (Snyder, 1979)

consists of 25 true-false items including "I am not particularly good at making other people

like me" and "In different situations and with different people, I often act like very different

persons." Responses were scored according to the scoring method provided by the author

(Snyder, 1974). The SMS was shown to have a 30-day test-retest correlation of .83 and a

Kuder-Richardson-20 of .70 (Snyder, 1974).

In order to assess both participants' *conscious* and *unconscious* proclivity to

effectively manage their impressions, we used Paulhus' (1988) Balanced Inventory of

Desirable Responding (BIDR). The BIDR consists of two, 20-item subscales: the IM

subscale (IMS) which measures *conscious* impression management directed at an external

audience and the self-deceptive enhancement subscale (SDES) which assesses

unconscious impression management intended for an internal audience. Items from the IMS

include "I always obey laws, even if I'm unlikely to get caught" and "I never cover up my

mistakes"; items from the SDES include "I never regret my decisions" and "My first

impressions of people usually turn out to be right." Responses were scored according to the scoring method provided by the author (Paulhus, 1988). Both of the subscales were reported to have internal consistency reliabilities ranging from .75 to .86 for the IMS and from .68 to .80 for the SDES (Paulhus, 1991).

Two CC adaptability measures (one selection instrument and one self-selection instrument) were used. Similar to the SDES's intended audience, the Cross-Cultural Adaptability Inventory (CCAI; Meyers & Kelly, 1992) is directed at one's self whereas the Cross-Cultural Interaction Inventory (CCII; Yellen & Mumford, 1975) is for others to score and evaluate. The CCAI contains 50 items to which participants' respond using a 6-point Likert scale - 6 indicating "definitely true" and 1 indicating "definitely not true." Responses are scored according to the scoring method provided by the authors (Myers & Kelly, 1992). Higher scores reflect areas that are strong and do not need improvement. Meyers & Kelly (1992) reported an overall reliability of .90 for the CCAI, .82 for the *Emotional Resilience* subscale, .80 for the *Flexibility/Openness* subscale, .78 for the *Perceptual Acuity* subscale, and .68 for the *Personal Autonomy* subscale.

The Cross-Cultural Interaction Inventory (CCII) contains nine biographical items including "How old were you on your last birthday" and "Which of the following best describes your marital status?", in addition to 29 attitudinal items including "I like to learn things about people in other countries" and "I think I would have trouble living in most other countries besides the United States." Items are scored on a 5-point Likert scale with answers ranging from "Strongly agree" to "Strongly disagree". Responses are scored according to the scoring method provided by the authors (Yellen & Mumford, 1975) with higher scores reflecting successful adjustment. Yellen & Mumford (1975) reported point-biserial correlations of .63 and .66 (p < .01) for the CCII.

Procedure

Human resource department heads of 21 organizations based in Richmond, Virginia were contacted over the phone. After agreeing to participate, various employees in nine human resource departments were contacted via their respective department heads and asked to participate. All employee subjects had a minimal of two weeks experience living with and/or working with foreign nationals in their native countries. After obtaining the employees' consent, the department heads distributed packets of questionnaires containing the SMS, BIDR, CCAI, and CCII. Once the packets were distributed, subjects read and signed the consent form and then completed the questionnaires. When finished, subjects returned the questionnaires in the self-addressed, stamped envelopes provided by the experimenter.

Student subjects were asked to participate for course credit by their International Management professor and were tested in one of two sessions. In both sessions subjects were asked to read and sign the consent form. Once they signed the form they were given a packet of questionnaires containing the SMS, BIDR, CCAI, and CCII and asked to complete them. When they were finished, subjects were given the necessary information for obtaining their individual test results, debriefed, and dismissed.

<div align="center">Results</div>

The relationship between IM ability and CC adaptability was examined using Pearson product-moment correlations, multiple regression, and factor analyses. Table 6 shows the correlations of the IM scales and subscales with the CC scales and subscales and the squared multiple correlations obtained when we regressed the IM dimensions onto the CC scales.

Regression Analyses

The first hypothesis of this study stated that responses on both CC adaptation measures would significantly correlate with responses on the SMS and the BIDR. In fact, both the Pearson correlations and the squared multiple correlations indicate that the IM dimensions only slightly overlap with the CC measures. The BIDR was the only IM measure to significantly correlate with both CC measures. In particular, the BIDR significantly correlated with the CCII (r (1,96) = .2286, p < .05) and to a greater degree with the CCAI (r (1,96) = .3034, p < .01). These results suggest that IM, as measured by the BIDR, is moderately related to the ability to adapt overseas. (Interestingly, the SMS did not significantly correlate with either CC measure but did significantly correlate with one CC subscale (*Morality*) in a negative direction. This finding would suggest that high impression managers are less moral than low impression managers.)

In order to address the second hypothesis (responses on the SMS and IM items will have a higher correlation with the selection CC measure, CCII, than with the self-selection CC measure, CCAI), a univariate regression analysis was performed. The results were supportive of the hypothesis in that the IMS of the BIDR was shown to significantly correlate with the CCII (r (1,96) = .3075, p < .01) and to a lesser extent with the CCAI (r (1,96) = .2117, p < .05).

The third prediction stating that the SDES would correlate to a lesser degree than the IMS with both CC measures was not supported. As Table 6 shows, the SDES shares a higher correlation with the CCAI (r (1,96) = .2935, p < .01) than with the CCII (r (1,96) = .0413, p > .05) but the reverse is true for the IMS. In other words, the IMS significantly correlates higher with the CCII (r (1,96) = .3075, p < .01) than with the CCAI (r (1,96) = .2117, p < .05). Interestingly, the SDES did not correlate significantly with the CCII,

perhaps because this CC selection instrument is not susceptible to the effects of self-deceptive enhancement. Therefore, the fourth hypothesis of this study which predicted that the SDES would correlate to the same degree with both CC measures was not supported by the results.

Support for the fifth hypothesis was contingent upon support from the first four hypotheses. In particular, the fifth hypothesis stated that responses on the IM measures would predict responses on the CC measures when in fact, only one IM measure (BIDR) was found to significantly correlate with both CC measures, thereby providing only partial support for this hypothesis. Although the IMS significantly correlated with both the CCII and CCAI, a stepwise procedure showed that the IMS accounted for approximately 11% of the variance in the CCII, (F (1,96) = 12.0204, p < = .01) and a non-significant portion of the variance in the CCAI. The only IM subscale to correlate with the CCII was the SDES, and it was found to contribute approximately 10% of the variance to the prediction of the CCAI (F (1,96) = 11.1124, p < = .01). These results suggest that the IMS was the sole predictor of the CCII whereas the SDES was the sole predictor of the CCAI.

Exploratory Factor Analyses

In order to understand the partially-supportive results of this study, principal-components factor analyses with varimax rotations were conducted on subscales from similar types of measures in order to clarify the personality dimensions being measured by these inventories.

IM Subscales

Two factors, accounting for a total of 63.9% of the variance, emerged from a varimax rotation on the five IM subscales (IMS, SDES, Acting, Extraversion, and Other-Directedness). These two factors appeared to be indicative of each IM scale (i.e., the first

factor consisted of two of the three SMS subscales and the second factor consisted of both of the BIDR subscales). Consequently, the first factor was labeled "IM Activity" because the two SMS subscales that load onto it, *Extraversion* and *Acting*, reflect actual behaviors. The second factor, consisting of the two BIDR subscales, was called the "BIDR" factor. Interestingly, the *Other-Directedness* subscale of the SMS was cited along with BIDR subscales on the second factor although its loading was less than the minimum cutoff of .50. See Table 7 for factor loadings.

CC Subscales

Two factors emerged from a varimax rotated factor analysis on the eleven CC subscales (*Acceptance, Adaptation, Empathy, Sociability, Intellectual Curiosity, Morality, Patience, Flexibility/Openness, Emotional Resilience, Perceptual Acuity, and Personal Autonomy*), accounting for a total of 59.5% of the variance. The first factor included most of the CC subscales and was thus designated as the "Openness" factor because, taken together, all of these CC subscales (*Flexibility/Openness, Personal Acuity, Intellectual Curiosity, Sociability, Emotional Resilience, Empathy, Acceptance, Adaptability, and Morality*) reflect a general propensity to be flexible in novel situations.

The *Personal Autonomy* and *Patience* subscales, on the other hand, load onto the second factor, hereby referred to as the "Reaction to Constraint" factor. In particular, the *Personal Autonomy* subscale loads negatively onto this factor whereas the *Patience* subscale has a positive loading, suggesting that individuals who rely on their particular environments for a sense of identity (i.e., are "context-dependent"), are more patient when faced with novel situations. Taken together, these two subscales illustrate a reaction to novel environment, particularly foreign ones, which could be considered restrictive in that the rules of behavior learned from native cultures do not apply. Therefore, one is restricted

by what is deemed socially acceptable in novel situations. See Table 8 for factor loadings.

IM and CC Subscales

In order to determine if the CC subscales loaded onto the same factors as the IM

subscales, an additional factor analysis with varimax rotation was conducted using all of

the IM and CC subscales. This analysis produced four factors that accounted for a total of

65.3% of the variance. The first factor to emerge was identical to the "Openness" factor

found in the CC subscale factor analysis. The second factor to emerge was identical to the

"IM Activity" factor from the IM factor analysis. The third factor consisted of the two

BIDR subscales as well as the *Other-Directedness* subscale of the SMS, the latter loading in

a negative direction. The relationship between these three factor loadings fostered the name

"Self-Orientated Impression Management" because both the SDES and IMS of the BIDR,

as well as the negative loading of the *Other-Directedness* subscale, reflect a concern with

self or self-gain. In other words, SDE refers to the extent to which a person give overly

positive reports for oneself, IM refers to a tendency to enhance one's image in the eyes of

others for self-gain (see Tedeschi, Schlenker, & Bonoma, 1971), and the negative loading

of the *Other-Directedness* subscale implies a directedness toward self. The fourth and final

factor that emerged was identical to the "Reaction to Constraint" factor of the CC subscales.

See Table 9 for factor loadings.

<div align="center">Discussion</div>

The aim of this study was to assess the relationship between impression

management and cross-cultural adaptation in an effort to offer insight into the assessment of

CC adaptation as well to offer a method of predicting expatriate success via the

measurement of impression management. As mentioned previously, CC adaptation is a

continuous personal development process that is relative to particular situations and

involves adjustments and learning (Anderson, 1994). Similarly, IM can be considered a continuous personal development process that is relative and involves adjustments and learning; therefore the two constructs were originally assumed to be related such that high impression managers would make better CC adjusters. Furthermore, the proclivity to impression manage (resulting in the presentation of a more situationally appropriate image) was assumed to better help expatriates to adapt by presenting themselves more like foreign nationals. Overall, the results of this study supported the hypothesis that IM is related to CC adaptation although the relationship between the two constructs was not as strong as originally expected and therefore, the IM measures are limited in terms of predictability for CC adaptation.

The first hypothesis (i.e., IM and CC adaptation are significantly related) was supported by significant correlations between the BIDR and both CC measures which purport to measure predictors of successful CC adaptation. Contrary to the prediction, the SMS did not significantly correlate with either CC measure although a significant correlation was found between the three subscales of the SMS and the *Morality* subscale of the CCII. Interestingly, this correlation was negative suggesting that low self-monitors would score higher on the *Morality* subscale of the CCII. Because high scores on each subscale of the CCII, including the *Morality* subscale, suggest successful adaption on those particular predictors of CC adaptation, these results suggest that low self-monitors would be more successful than high self-monitors in terms of adapting to foreign environments. However, the *Morality* subscale represents only one predictor dimension of CC adaptation and therefore, more research is warranted before any firm conclusions can be made.

The second hypothesis of this study was also supported in that the IM measures had a higher correlation with the selection CC measure (CCII) than with the self-selection

CC measure (CCAI). In particular, the IMS of the BIDR shared a higher degree of association with the CCII than with the CCAI although both correlations were significant. Because the CCII is used by organizations to select employees who fit the profile of successful adjusters, one might expect respondents to intentionally answer in ways they believe create favorable impressions on those doing the selecting, and indeed, this seems to be the case. The direction of these significant relationships suggest that high impression managers (i.e., individuals with strong tendencies to adjust their behaviors according to situation) would adapt more successfully to foreign environments than low impression managers. Furthermore, high impression managers score higher on the selection instrument than on the self-selection instrument, perhaps because they know someone else will be viewing their responses. Once again, this support was only partial because the SMS did not significantly correlate with either CC measure.

The third hypothesis which predicted that the correlations between the IMS and both CC measures would be higher than the correlations between the SDES and both CC measures was not supported by the results. As predicted, the correlation between the IMS and the CCII was higher than the correlation between the SDES and the CCII, but the reverse occurred with the CCAI. These results also address the fourth hypothesis which stated that the SDES would correlate to the same degree on both CC measures because SDE is an *unconscious* process and therefore should occur to similar degrees in different contexts (including on responses to both CC measures); this was not the case as the SDES correlated to a greater degree with the CCAI than the CCII, contradicting the fourth hypothesis. These findings suggest SDE, although it may be *unconscious*, may impact situations according to who the audience is. In other words, the CCAI was designed as a self-selection instrument for people to assess personal strengths and/or weaknesses, thus

one would <u>not</u> expect modifications in their responses for the intent of pleasing others.
However, one <u>would</u> expect responses given by high SDE individuals to correlate with
their responses on a self-selection instrument because both are used as evaluators of one's
self and this is precisely what happened during this study. Taken together, these results
suggest that both high impression managers and high self-deceptive enhancers are more
successful at adapting cross-culturally than low impression managers and low self-
deceptive enhancers on measures of predictors of successful CC adaptation.

The fifth and final hypothesis which predicted that the propensity to manage
impressions could be used as a predictor of successful overseas adaptation was supported
by significant correlations between the IM and CC measures. However, the usefulness of
this prediction is questionable due to the small degree of association between the two types
of measures and therefore, the predictive usefulness of both the IMS and SDES in terms of
the CCII and CCAI is limited. Specifically, the IMS has been found to only account for
approximately 11% of the variance found in the CCII whereas the SDES has been found to
account for only approximately 10% of the variance in the CCAI. Considering the
substantial amount of variance in each CC measure that is not accounted for by the IM
subscales, an international corporation might be cautious when using IM measures as
selection instruments for overseas assignments. However, the proportion of variance
accounted for by the IMS and SDES is statistically significant and therefore, useful to
selection processes in that 11% of the responses on the CCII can be predicted by the IMS
alone whereas 10% of the responses on the CCAI can be predicted by the SDES alone.

Although the results of this study were complex, they did support our hypothesis
that IM and CC adaptation are related. If that is actually the case, one could expect both
types of measures to load onto the same factors and therefore, additional analyses,

particularly factor analyses, were conducted on (1) the IM subscales, (2), the CC adaptation subscales, and (3) a combination of IM and CC adaptation subscales. Two factors emerged from the factor analysis on the IM subscales which appeared to be indicative of each measure, namely the SMS and BIDR. But if they are both supposed to be measuring IM, why do they load onto two separate factors? A Pearson product-moment correlation on the SMS and BIDR resulted in a significant <u>negative</u> relationship between the two ($\underline{r}$ (1,96) = -.3289, $\underline{p}$ < .01), suggesting that the two IM measures are actually measuring opposite behaviors.

The second factor analysis on the CC subscales produced two factors, "Openness" and "Reaction to Constraint". Because nine of the eleven CC subscales loaded onto the first factor labelled "Openness" and only one subscale from both the CCII and CCAI loaded onto the second factor "Reaction to Constraint", CC adaptation (as measured by the CCII and CCAI) appears to be one construct involving a general openness to novel environments. Moreover, regression analyses showed that IM and CC adaptation were related and thus, one would expect the CC subscales to load onto the same factors as the IM subscales. However, this was not the case as four factors emerged from the factor analysis on the combination of IM and CC adaptation subscales. The first and fourth factors were identical to the "Openness" factor and the "Reaction to Constraint" factor found in the CC factor analysis. The second factor and third factors were identical to the "IM Activity" and "Self-Orientated Impression Management" factors found in the IM subscale factor analysis. Overall, the presence of four factors suggest that (1) the two IM instruments used in this study (BIDR and SMS) were measuring two different concepts and (2) the CCAI and CCII assess one general concept called "Openness" and to a much lesser extent, a concept called "Reaction to Constraint." Although these results seem to

suggest that CC adaptation and IM are two distinct concepts, significant correlations between the measures support the hypothesis that IM and CC adaptation are related.

A number of methodological problems existed throughout this study which may account for the unexpected small degrees of association found between the IM and CC measures. The first limitation of this study concerned the low number of subjects available for the analyses. Results from any study are generalizable to a larger population based on the degree to which they represent an adequate sample from the population as a whole. The small sample (N = 112) used in this study makes the generalizability of the results questionable. In other words, the associations found between the IM and CC measures were a function of the 35 business employees and the 77 college students who completed them and therefore, these results are only generalizable to similar populations.

Second, when subject populations are homogeneous or when they contain drastically different subsets of people, the results of any study are considered generalizable to those particular subject populations only (Anastasi, 1988). This is a second limitation to the study: the two different types of subjects used are from two distinctly different sub-populations within the subject pool (see Table 10 and Table 11 for means and standard deviations from both populations). These tables show that the subject pool consisted of undergraduate students and employees of international corporations. It is possible that the experiential difference in subjects affected our results, such that employee subjects responded to each CC measure in terms of how they had *previously* reacted to different cultures on past assignments whereas the student subjects' responses were more indicative of their *expected* attitudes toward being in foreign environments. In fact, Pearson product-moment correlations conducted on each sub-population showed most of the significant relationships between the IM measures and the CC measures occurred in the student subject

population. This may explain some of the overall low correlations when the two sub-populations were combined because the SMS, BIDR, and CCAI were all standardized on college student populations alone (Snyder, 1974; Paulhus, 1988; Meyers & Kelley, 1992). Therefore, combined responses may have been lowered by the employee population (see Table 12 and Table 13 for correlation matrices). Furthermore, as both Table 10 and 11 show, the differences in age between subjects may have created a disparity in previous experience with people drastically different from themselves. Univariate analyses of variance showed that the sub-populations were actually statistically different on each of the four measures: BIDR ($\underline{F}$ (1,94) = 4.7289, p < .05), SMS ($\underline{F}$ (1,94) = 6.0324, p < .05), CCII ($\underline{F}$ (1,94) = 21.6206, p < .01, and CCAI ($\underline{F}$ (1,94) = 8.0130, p < .01). The sub-populations also differed significantly on 10 of the 16 subscales: IMS ($\underline{F}$ (1,94) = 7.9129, p < .01), Acceptance ($\underline{F}$ (1,94) = 22.1436, p < .01), Adaptability ($\underline{F}$ (1,94) = 11.7436, p < .01), Empathy ($\underline{F}$ (1,94) = 6.0974, p < .05), Morality ($\underline{F}$ (1,94) = 33.7511, p < .01), Intellectual Curiosity ($\underline{F}$ (1,94) = 10.9178, p < .01), Patience ($\underline{F}$ (1,94) = 6.2261, p < .05), Emotional Resilience ($\underline{F}$ (1,94) = 7.1157, p < .01), Flexibility/Openness ($\underline{F}$ (1,94) = 7.3598, p < .01), and Perceptual Acuity ($\underline{F}$ (1,94) = 4.7199, p < .05).

A third subject population limitation is one of motivation. Whenever employees of any organization are asked by their immediate supervisors to complete questionnaires on topics completely unfamiliar to them, they almost certainly experience a certain degree of hesitation and suspicion about taking a "test", especially when it is given to them by their supervisors. These employees may be *motivated* to give desirable responses to their employers. Student subjects, on the other hand, who are repeatedly exposed to questionnaires and/or are aware of psychological testing procedures realize that their responses will not become part of their permanent record and will have no bearing on their

education and therefore, may not be motivated to respond honestly. Considering the student subjects in this study were required to participate, it is possible that their responses were not accurate nor honest and could possibly account for the various unexpected results that emerged. In other words, because their participation was required, they may have been more interested in completing the assignment than answering accurately. Overall, these differences between the two sub-populations of subjects are drastic enough to limit the generalizability of the results.

Overall, the results of this study suggest that IM (as indexed by the SDES and IMS of the BIDR) is related to predictors of CC adaptation. The tendency to manage one's impressions appears dependent upon who the audience is. If a person is completing a selection instrument, he or she might be more inclined to alter his/her responses in a socially desirable direction. However, the same person might respond honestly to a self-selection instrument, although he or she is unaware of self-deception. Obviously, CC adaptation measures that are not tainted with self-deceiving responses provide more useful information than CC measures that are susceptible to biased responses to international corporations that are attempting to efficiently yet effectively predict their employees' ability to adapt to foreign environments. The results of this study suggest that the CCII is an instrument that has the ability to accurately determine the degree to which a person has the ability to make favorable impressions while also being impervious to the effects of self-deception. In the event that such organizations are not interested in predicting future behaviors of their expatriate employees, our results suggest that offering IM training classes to future expatriates can increase their ability to function and perform effectively in novel environments, resulting in profitable business for all involved.

Table 1

Description of the Self-Monitoring Scale

Extraversion Subscale

*12. In a group of people I am rarely the center of attention.
*14. I am not particularly good at making other people like me.
*20. I have never been good at games like charades or improvisational acting.
*21. I have trouble changing my behavior to suit different people and different situations.
*22. At a party I let others keep the jokes and stories going.
*23. I feel a bit awkward in company and do not show up quite as well as I should.

Other-Directedness Subscale

*2. My behavior is usually an expression of my true inner feelings, attitudes, and beliefs.
*3. At parties and social gatherings, I do not attempt to do or say things that others will like.
6. I guess I put on a show to impress or entertain people.
7. When I am uncertain how to act in social situations, I look to the behavior of others for cues.
13. In different situations and with different people, I often act like very different persons.
15. Even if I am not enjoying myself, I often pretend to be having a good time.
16. I'm not always the person I appear to be.
*17. I would not change my opinions (or the way I do things) in order to please someone else or win their favor.
19. In order to get along and be liked, I tend to be what people expect me to be rather than anything else.
*23. I feel a bit awkward in company and do not show up quite as well as I should.
25. I may deceive people by being friendly when I really dislike them.

Acting Subscale

5. I can make impromptu speeches on topics about which I have almost no information.
8. I would probably make a good actor.
18. I have considered being an entertainer.
*20. I have never been good at games like charades or improvisational acting.
24. I can look anyone in the eye and tell a lie with a straight face (if for a right end).

*, Items keyed in the "False" (negative) direction.

Table 2

Description of the Balanced Inventory of Desirable Responding

Self-Deceptive Enhancement Subscale

   1. My first impressions of people usually turn out to be right.
*2. It would be hard for me to break any of my bad habits.
   3. I don't care to know what other people really think of me.
*4. I have not always been honest with myself.
   5. I always know why I like things.
*6. When my emotions are aroused, it biases my thinking.
   7. Once I've made up my mind, other people can seldom change my opinion.
*8. I am not a safe drive when I exceed the speed limit.
   9. I am fully in control of my own fate.
*10. It's hard for me to shut off a disturbing thought.
 11. I never regret my decisions.
*12. I sometimes lose out on things because I can't make up my mind soon enough.
 13. The reason I vote is because my vote can make a difference.
*14. My parents were not always fair when they punished me.
 15. I am a completely rational person.
*16. I rarely appreciate criticism.
 17. I am very confident of my judgments.
*18. I have sometimes doubted my ability as a lover.
 19. It's all right with me if some people happen to dislike me.
*20. I don't always know the reasons why I do the things I do.

Impression Management Subscale

*21. I sometimes tell lies if I have to.
 22. I never cover up my mistakes.
*23. There have been occasions when I have taken advantage of someone.
 24. I never swear.
*25. I sometimes try to get even rather than forgive and forget.
 26. I always obey laws, even if I'm unlikely to get caught.
*27. I have said something bad about a friend behind his or her back.
 28. When I hear people talking privately, I avoid listening.
*29. I have received too much change from a salesperson without telling him or her.
 30. I always declare everything at customs.
*31. When I was young I sometimes stole things.
 32. I have never dropped litter on the street.
*33. I sometimes drive faster than the speed limit.
 34. I never read sexy books or magazines.

*, Items keyed in the "False" (negative) direction.

Table 2 (continued)

Description of the Balanced Inventory of Desirable Responding (continued)

*35. I have done things that I don't tell other people about.
 36. I never take things that don't belong to me.
*37. I have taken sick-leave from work or school even though I wasn't really sick.
 38. I have never damaged a library book or store merchandise without reporting it.
*39. I have some pretty awful habits.
 40. I don't gossip about other people's business.

*, Items keyed in the "False" (negative) direction.

Table 3

Description of the Cross-Cultural Adaptability Inventory

Emotional Resilience Subscale

1. I have ways to deal with the stresses of new situations.
4. I feel confident in my ability to cope with life, no matter where I am.
7. I can laugh at myself when I make a cultural faux pas (mistake).
*10. When I am working with people of a different cultural background, it is important to me to receive their approval.
13. I like to try new things.
16. If I had to hire several job candidates from a background different from my own, I feel confident that I could make a good judgment.
18. I could live anywhere and enjoy life.
21. I make friends easily.
*23. I don't enjoy trying new foods.
26. Even if I failed in a new living situation, I could still like myself.
29. I like new experiences.
31. I rarely get discouraged, even when I work with people who are very different from me.
*34. It is difficult for me to approach unfamiliar situations with a positive attitude.
36. I can cope well with whatever difficult feelings I might experience in a new culture.
39. I can function in situations where things are not clear.
42. I trust my ability to communicate accurately in new situations.
45. I can accept my imperfections, regardless of how others view them.
48. I can live with the stress of encountering new circumstances or people.

Flexibility/Openness Subscale

2. I believe that I could live a fulfilling life in another culture.
5. I can enjoy relating to all kinds of people.
8. I like being with all kinds of people.
11. I like a number of people who don't share my particular interests.
*14. If I had to adapt to a slower pace of life, I would become impatient.
*19. Impressing people different from me is more important than being myself with them.
*22. When I am around people who are different from me, I feel lonely.
*27. I am not good at understanding people when they are different from me.
30. I enjoy spending time alone, even in unfamiliar surroundings.
*32. People who know me would describe me as a person who is intolerant of others' differences.
*37. When I meet people who are different from me, I tend to feel judgmental about their differences.

*, Items keyed in the "False" (negative) direction.

Table 3 (continued)

Description of the Cross-Cultural Adaptability Inventory (continued)

40. When I meet people who are different from me, I am interested in learning more about them.
43. I enjoy talking with people who think differently than I think.
46. I am the kind of person who gives people who are different from me the benefit of the doubt.
49. When I meet people who are different from me, I expect to like them.

Perceptual Acuity Subscale

3. I try to understand people's thought and feelings when I talk to them.
9. I have a realistic perception of how others see me.
15. I am the kind of person who gives people who are different from me the benefit of the doubt.
20. I can perceive how people are feeling, even if they are different from me.
24. I believe that all cultures have something worthwhile to offer.
28. I pay attention to how people's cultural differences affect their perceptions of me.
33. I consider the impact my actions have on others.
38. When I am with people who are different from me, I interpret their behavior in the context of their culture.
44. When I am in a new or strange environment, I keep an open mind.
50. In talking with people from other cultures, I pay attention to body language.

Personal Autonomy Subscale

6. I believe that I can accomplish what I set out to do, even in unfamiliar settings.
12. All people, of whatever race, are equally valuable.
17. If my ideas conflicted with those of others who are different from me, I would follow my ideas rather than theirs.
25. I feel free to maintain my personal values, even among those who do not share them.
35. I prefer to decide from my own values, even when those around me have different values.
41. My personal value system is based on my own beliefs, not on conformity to other people's standards.
47. I expect that others will respect me, regardless of their cultural background.

*, Items keyed in the "False" (negative) direction.

Table 4

Description of the Cross-Cultural Interaction Inventory

Empathy Subscale

10. Wherever Americans are stationed/homeported, the local people should be able to speak English.
13. It's not important to be polite to strangers
19. People in other countries should try doing things like the Americans.
*30. People visiting in a foreign country should learn some of the language there.

Intellectual Curiosity Subscale

*11. I like to learn things about people in other countries.
22. If I were overseas, I'd refuse to live where there are no or very few other Americans.
32. I think movies about foreign countries are dull.

Acceptance Subscale

12. There are few real ties between American and foreign people.
15. It's impossible to like some minority groups.
25. There are many things about other countries that I can never accept.
27. I feel uncomfortable working with people of different races or nationalities.
*33. All people have to depend on others.

Adaptability Subscale

14. I think I would have trouble living in most other countries besides the United States.
16. I would not tolerate cold and damp living quarters.
*21. I usually feel comfortable around new people and in new places.
*28. Getting used to a new situation is usually easy for me.
36. I prefer American brand-named goods over foreign produced products.
*37. While in a foreign country, I wouldn't mind going to a local doctor.

Morality Subscale

17. I usually find it hard to pay my debts.
23. Service people living in a foreign country should not be required to live by the rules and regulations of the foreign country.
*35. Most people are basically honest.

Sociability Subscale

18. It's best not to become too friendly with foreigners.
*20. I like talking with people.

*, Items keyed in the "False" (negative) direction.

Table 4 (continued)

Description of the Cross-Cultural Interaction Inventory (continued)

24. I avoid starting conversations with strangers.
29. There are few people I would care to have as friends.
*38. People are better off if they mix with others.

Patience Subscale

26. I'm always trying to win people over to my political beliefs.
34. I don't like it when people try to tell me what to do.

*, Items keyed in the "False" (negative) direction.

Table 5

Description of Subject Population

Subject Pools	Response Rate	N
International Companies		
Carpenter Company	100%	4
Pinkerton Group Inc.	71%	5
Reynolds Metals Company	55%	11
Robertshaw International	66%	4
Sarknas & Associates Ltd.	100%	1
Tredegar Industries	100%	3
Virginia Baptist Foundation	13%	4
Weidmuller Inc.	60%	3
		Total = 35
Management Students		
	100%	77
		Total = 77

Total Number of Subjects = 112

Table 6

	CCII	CCAI	Adaptability	Acceptance	Empathy	Morality	Intellectual Curiosity
BIDR	.2286*	.3034**	.2313*	.1697	.1238	.3135**	.0619
SDE	.0413	.2935**	.1547	-.0603	-.0944	.2176*	-.1007
IM	.3075**	.2117*	.2182*	.3031**	.2626**	.2893**	.1754
SMS	-.0995	.0318	-.0993	-.0901	-.0074	-.3243**	-.0538
Extraversion	.0160	.1412	.0815	-.0673	-.0562	-.1999	-.1159
Acting	-.1019	.0079	.0027	-.1384	-.0909	-.2521*	-.1198
Other Directedness	-.0562	-.0190	-.1780	.0507	.0896	-.2213*	.0125
R^2	.1183	.1173	.0838	.1599	.1283	.1639	.0885

	Sociability	Patience	Emotional Resilience	Flexibility/ Openness	Perceptual Acuity	Personal Autonomy
BIDR	.1675	.0920	.2985**	.2327*	.1989	.1593
SDE	.1132	-.0550	.3635**	.1511	.1511	.2258*
IM	.1571	.1827	.1468	.2232*	.1728	.0521
SMS	.1103	-.1502	.1165	.0025	-.1204	.0886
Extraversion	.2047*	-.0703	.2324*	.0594	-.0755	.2250*
Acting	.0297	-.0591	.2135*	-.0828	-.2130*	.0531
Other Directedness	.0917	-.1549	-.0584	.0555	-.0553	.0316
R^2	.1127	.0472	.1610	.0928	.0530	.0994

* - $p \leq .05$ ** - $p \leq .01$

Boldface items are total scale scores

Table 7

Factor Loadings and Eigenvalues for Impression Management Subscales

Factor	Eigenvalue	% Cumulative Variance		Factor Loadings
IM ACTIVITY	1.94076	38.8		
			Extraversion	.88197
			Acting	.82595
BIDR	1.25495	63.9		
			Self-Deceptive Enhancement	.81511
			Impression Management	.70484

Table 8

Factor Loadings and Eigenvalues for Cross-Cultural Adaptation Subscales

Factor	Eigenvalue	% Cumulative Variance		Factor Loadings
OPENNESS	5.23530	47.6		
			Flexibility/ Openness	.85292
			Perceptual Acuity	.74670
			Intellectual Curiosity	.73046
			Sociability	.71271
			Emotional Resilience	.71141
			Empathy	.67694
			Acceptance	.64667
			Adaptability	.63439
			Morality	.63046
REACTION TO CONSTRAINT	1.30556	59.5		
			Personal Autonomy	-.71481
			Patience	.66850

Table 9

Varimax Rotated Factor Loadings and Eigenvalues for All Subscales

Factor	Eigenvalue	% Cumulative Variance		Factor Loadings
OPENNESS	5.38447	33.7		
			Intellectual Curiosity	.86545
			Flexibility/Openness	.85200
			Empathy	.79099
			Acceptance	.78532
			Sociability	.73624
			Adaptability	.68220
			Personal Acuity	.67994
			Emotional Resilience	.56387
			Morality	.51903
IM ACTIVITY	2.16499	47.2		
			Extraversion	.84468
			Acting	.83999
SELF-ORIENTATED IMPRESSION MANAGEMENT	1.70497	57.8		
			Self-Deceptive Enhancement	.73608
			Other-Directedness	-.63079
			Impression Management	.53670
REACTION TO CONSTRAINT	1.19138	65.3		
			Personal Autonomy	.67828
			Patience	-.65911

Table 10

Descriptive Statistics for Employee Subjects

Variable	Mean	Standard Deviation	N
BIDR	15.06	5.15	34
Self-Deceptive Enhancement	6.80	3.11	35
Impression Management	8.12	4.01	34
SMS	11.75	3.92	32
Extraversion	3.73	1.68	33
Acting	1.69	1.57	32
Other-Directedness	5.45	1.80	33
CCII	34.64	11.01	33
Acceptance	7.09	2.22	34
Adaptability	4.21	4.12	34
Empathy	5.94	1.89	35
Morality	4.49	1.01	35
Intellectual Curiosity	4.31	1.47	35
Sociability	6.54	2.36	35
Patience	2.38	1.69	34
CCAI	242.45	17.19	33
Emotional Resilience	86.74	7.94	34
Flexibility/ Openness	72.66	5.45	35
Perceptual Acuity	48.63	4.61	35
Personal Autonomy	34.62	2.93	34

Table 10 (continued)

Descriptive Statistics for Employee Subjects (continued)

Variable	Mean	Standard Deviation	N
AGE			
31-40			11
41-50			15
51 years or older			8

Table 11

Descriptive Statistics for Student Subjects

Variable	Mean	Standard Deviation	N
BIDR	11.93	5.46	76
Self-Deceptive Enhancement	6.74	3.04	77
Impression Management	5.21	3.37	76
SMS	13.96	3.61	76
Extraversion	4.03	1.47	76
Acting	2.44	1.45	77
Other-Directedness	6.00	2.17	76
CCII	21.97	12.17	73
Acceptance	3.96	2.89	77
Adaptability	1.12	3.83	75
Empathy	4.59	2.74	76
Morality	2.79	1.62	76
Intellectual Curiosity	2.79	2.18	76
Sociability	5.34	2.57	77
Patience	1.58	1.89	77
CCAI	230.17	17.90	72
Emotional Resilience	81.49	7.42	76
Flexibility/ Openness	67.59	8.56	75
Perceptual Acuity	46.23	4.45	75
Personal Autonomy	34.17	3.71	76

Table 11 (continued)

Descriptive Statistics for Student Subjects (continued)

Variable	Mean	Standard Deviation	N
AGE			
18-21			64
22-25			9
31-40			3

Table 12

Correlation Matrix for Employee Subjects

	CCII	CCAI	Adaptability	Acceptance	Empathy	Morality	Intellectual Curiosity
BIDR	.1588	.3363	.1199	.2092	.0810	.0754	-.0263
SDE	.1059	.3310	-.0595	.1823	.0379	.2934	-.1079
IM	.1274	.1406	.1783	.1355	.1118	-.0589	.0100
SMS	.0503	.1728	-.0206	-.0330	.0596	-.1625	-.0438
Extraversion	-.0163	.1103	.0273	-.1232	-.0751	-.2789	-.1484
Acting	.1986	.2352	.1603	-.0893	.2118	-.2089	.1704
Other Directedness	-.1005	-.0143	-.1703	.0241	-.1219	-.1510	-.1128

	Sociability	Patience	Emotional Resilience	Flexibility/ Openness	Perceptual Acuity	Personal Autonomy
BIDR	.2930	-.0909	.4410*	.1326	.1601	.2043
SDE	.1596	.0663	.3745*	.1640	.0787	.2620
IM	.2584	.0498	.2276	.0175	.0796	.0729
SMS	.2429	-.0284	.2426	.1784	-.2059	.2938
Extraversion	.1819	-.2034	.1445	.1226	-.2273	.5052**
Acting	.3307	.1150	.3699*	.2097	-.1769	.2043
Other Directedness	.1069	-.0552	-.0391	.0512	-.1234	.0765

* - $p \leq .05$ ** - $p \leq .01$

Boldface items are total scale scores

Table 13

	CCII	CCAI	Adaptability	Acceptance	Empathy	Morality	Intellectual Curiosity
BIDR	.1303	.2565*	.1488	.0562	.0980	.2984**	-.0311
SDE	-.0430	.2628*	.1459	-.1736	-.1178	.2710*	-.1759
IM	.2524*	.1725	.1138	.2508*	.0307	-.2791*	.1072
SMS	.0199	.0945	.0092	.0469	.0596	-.1625	-.0438
Extraversion	.0473	.1688	.1166	-.0280	-.0569	-.1768	-.0788
Acting	-.1140	-.0180	.0386	-.1030	-.1308	-.1687	-.1432
Other Directedness	.0612	.0471	-.0843	.1696	.1440	-.2051	.1720

	Sociability	Patience	Emotional Resilience	Flexibility/ Openness	Perceptual Acuity	Personal Autonomy
BIDR	.0931	-.0267	.1990	.1817	.0990	.2278*
SDE	.0198	-.1452	.2964**	.1037	.0592	.2656*
IM	.1068	-.0432	.0536	.2001	.1057	.1174
SMS	.2429	-.0284	.2120	.0951	.0402	-.0058
Extraversion	.2276*	.0851	.2864*	.0853	.0541	.0529
Acting	-.0689	-.0620	.1463	-.1067	-.1447	-.0906
Other Directedness	.0889	-.0681	.0952	.1486	.0292	-.0045

* - $p \leq .05$ ** - $p \leq .01$

Boldface items are total scale scores

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