

**-Trust-building in PCN Expatriate-Local Intercultural Relationships**

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## **ABSTRACT**

### **Trust-building in PCN Expatriate-Local Intercultural Relationships**

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Understanding how to build intercultural relationships at work is increasing in importance. Since such relationships are ever-present in their experience abroad, I explore expatriate-local trustful relationships in the context of parent-country-national (PCN) expatriation.

Based on the inter-group and inter-individual perspectives of relational development, I offer a theoretical model for building the trust of an intercultural partner. I identify three cultural (group-level) strategies—adaptation, coaching and fusion—as well as three individuated (personalized) strategies —interpersonal sensitivity, helping and out-of-work interaction. On the group level, I test whether locals’ trust mediates the relationships between PCN expatriate cultural strategies and PCN expatriate effectiveness. Crossing levels, I test whether a PCN expatriate’s trustworthiness mediates the relationship between PCN expatriate cultural strategies and a local’s trust in the PCN expatriate. On the dyadic level, I test whether a PCN expatriate’s trustworthiness mediates the relationships between the PCN expatriate individuated strategies and a local’s trust in the PCN expatriate. Finally, I examine a local’s receptivity to the strategies by testing whether (1) a local’s essentialist theory of race

weakens the effects of the PCN expatriate cultural strategies and (2) a local's need-to-belong strengthens the effects of PCN expatriate individual strategies.

I use PATH modeling to test the relationships on the group level and random coefficient modeling to test all other relationships. Data were analyzed from 71 Japanese PCN expatriates and 174 of their local American colleagues across 25 Japanese-owned subsidiaries in the USA.

First, I empirically differentiate three cultural strategies. Second, cultural coaching, the most influential cultural strategy, worsened the PCN expatriate-local relationship. Third, I found an indirect effect of cultural coaching on locals' intention for future interaction with a PCN expatriate through locals' trust. Fourth, I found that the cultural strategies lost much of their potency upon the inclusion of the individuated strategies. Fifth, benevolence was the only facet of trustworthiness that mediated the effects of the individuated strategies (interpersonal sensitivity and helping). Sixth, a local's need-to-belong strengthened the effect of one individuated strategy (helping) on a single facet of local trustworthiness (ability). I conclude with a discussion, limitations and implications.

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-Faithfully,

A handwritten signature in cursive script that reads "Justin Kraemer". The ink is dark and the signature is written in a fluid, personal style.

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## **CHAPTER 1: INTRODUCTION**

Employees should be concerned about the relationships they have with their colleagues, how to build these relationships and how these relationships impact their own personal effectiveness. Building effective relationships between work colleagues and employees becomes even more challenging when these relationships cross cultural boundaries. Since different cultural groups may use different processes to attain similar outcomes or even pursue different outcomes (e.g. Leung & Bond, 1984), trust is especially important in an intercultural relationship, as a leap of faith (Rempel et al., 1985) or foregoing any guarantee (Nooteboom et al., 1997) may be the only way to overcome the misunderstood or the unexpected within intercultural relationships.

The most well-known perspectives that theorize how relationships develop focus either on the group membership or the personal traits of the people involved in an interaction (Fiske & Neuberg, 1990; Tajfel & Turner, 1979). Within the context of intercultural relationships, it seems to reason that the more divergent the norms of different cultural groups, the more the inter-group perspective may influence the relationship between intercultural partners (Manev & Stevenson, 2001). However, since relationships with a given person are never identical across different partners, there are always person-specific aspects which uniquely identify a relationship. As such, both cultural and individuated strategies should have a role to play in building an intercultural relationship and the trust (or lack thereof) therein. In sum, I explore how a person can build a trustful relationship with an intercultural partner by using strategies which have both inter-group and inter-individual implications.

Of the different types of inter-cultural relationships within organizations, I focus on expatriate-local relationships as expatriate assignments may be a great deal more costly than domestic assignments (Wederspahn, 1992) while the “local component” of a PCN expatriate’s personal organizational charge (Black & Mendenhall, 1990; Black & Porter, 1991) may incentivise an expatriate to develop such trustful relationships. Though focusing on the expatriate-local relationship is not ground-breaking (Thomas & Lazarova, 2005), the development of the trust therein and the influence of this trust on expatriate effectiveness deserves greater academic attention.

I choose to focus on PCN expatriation as the expatriate and the company of employment originate from the same nation, creating a clear dominance of two distinct cultural groups (that of the PCN expatriate and that of locals). Further, for continued success of the organization, members from one of these dominant groups (e.g. PCN expatriates) are often required to work side-by-side with members from the other (e.g. locals) when few differences in organizational rank exists between them.

### **Sought Contribution**

Within this context, I ask several interesting research questions:

1. What strategies can a PCN expatriate use to build trustful relationships with local colleagues?
2. Does the trust of locals help explain the influence of these strategies on expatriate effectiveness?
3. Which characteristics make some locals more (or less) receptive to these strategies?

In answering these questions, this dissertation makes several contributions to the literature. These contributions are significant and timely given the unprecedented

interaction between business people of different countries and cultures (Black, 1988), an ever-increasing diversity of workers (Lau & Murnighan, 1998; Lau & Murnighan, 2005) and the escalating interest in trust in academic pursuits (Colquitt et al., 2007).

Though past research suggests a link between trust and effectiveness (Davis et al., 2000; Mayer & Gavin, 2005), few researchers have examined how a trustor's trust influences a trustee's performance and even fewer have explored this link in an intercultural context. Thus, my first contribution is to examine the trust of locals as a mechanism linking PCN expatriate cultural strategies to expatriate effectiveness. Second, researchers have uncovered several consequences of (Barney & Hansen, 1994; Dirks & Ferrin, 2001; Noordewier et al., 1990), supervisory conditions<sup>1</sup> for (Butler, 1991) and ways to repair (e.g. Kim et al., 2006; Lewicki & Weithoff, 2000) trust. Nonetheless, by focusing on factors outside those directly related to one's organizational duties, I also contribute to the trust literature by examining active strategies promoting a partner's trust. Third, though past research has examined individual difference in terms of one's propensity to trust (Mayer et al., 1995) or dispositional trust (Rotter, 1967), I investigate individual differences (an essentialist theory of race and a need-to-belong) as a type of "receptivity" to the above-mentioned strategies. Finally, by adopting a "strategy" approach, I recognize an individual as the locus of action and I contribute to the literature on intercultural contact by arguing that differences between (cultural) groups as well as

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<sup>1</sup> One paper was found that used the term "trust-building behaviour" (Deluga 1994). However, after close examination, these "behaviours" were actually the "supervisory conditions" originally offered by Butler (1991).

person-specific assessments can be simultaneously managed to build trust between intercultural partners.

### **Structure of the Paper**

Chapter 1 (this section) is an introduction to the research and context, within which I highlight the intended contribution of the research. Chapter 2 not only elaborates on the unique nature of the PCN expatriate context but also further articulates the theoretical base of the paper. Chapter 3 presents the research hypotheses and their supporting arguments. Chapter 4 describes the methods employed, the pilot tests conducted, the context of the main study, the measures that were used and the analytical approach. Chapter 5 reports the findings of the statistical procedures used to test the various hypothesized relationships, as well as the post hoc analysis. In Chapter 6, I provide a brief summary of the results, identify key limitations to the study and describe the theoretical and implications.

## **CHAPTER 2: BUILDING TRUSTFUL EXPATRIATE-LOCAL RELATIONSHIPS**

### **The PCN Expatriation Context**

Since antiquity, representatives of one cultural group have been sent vast distances to accomplish various goals through interaction with members of another cultural group. These representatives have faced a variety of complexities as relations between the represented cultural groups have ranged from amicable to hostile. Traders, missionaries and ambassadors are traditional forms of such representatives. While an instrumental organizational “goal” (Sinangil & Ones, 2001) distinguishes expatriates from most other forms of these cultural representatives, a planned departure date affirms a demarcation between expatriates and those “foreigners” whose aim is to remain in the host cultural group (e.g. migrants, refugees and asylum-seekers). Further, a “non-trivial duration” also distinguishes expatriates from those who undertake “business visits” for a few days, participating with locals in an extremely limited and superficial manner.

Since this “global experience” may not only be critical for firms (Zahra et al., 2000) and the careers of employees within them (Daily et al., 2000), I focus on business expatriates (heretofore expatriates). Expatriates are members of a non-native cultural group whose posting to a foreign nation tends to be several years in duration (Guzzo et al., 1994) and may even include a relocation of immediate family members (Black & Stephens, 1989; Harvey, 1997). *Expatriates* will be conceptualized as individuals living and working in a nation different than their home nation (Edstrom & Gairaith, 1977) with what is anticipated to be a predefined duration of material length.

Common to the experience of all expatriates is interaction with members of social groups who have different and enduring group-based attributes. However, the particular type of expatriate under study is a *parent-country-national (PCN) expatriate*. These are expatriates whose nation of origin is where the headquarters of the employing firm is located, and who are transferred to an affiliate in a different nation (Briscoe, 1995; Harrison et al., 2004). Within PCN expatriation, the cultural group in which the firm is based (Aycan et al., 1999), as well as the cultural group in which the subsidiary is located, are the two most dominant cultural groups. What makes PCN expatriation particularly interesting is that when partners from each of these dominant cultural groups hold to culturally unique templates (Morris et al., 2008) or bases (Yuki et al., 2005) the interpretation of an action may have the same, different, less potent or no valid implication with a partner from a different cultural group (Branzei et al., 2007). Nonetheless, members from each of these groups are mutually depended on each other for the continued survival of the organization in which they are all employed.

### **Theoretical Perspectives of Building Trustful Relationships**

One of the most interesting aspects of PCN expatriate-local relationships is that they are housed within an inter-group context, suggesting that both inter-group and inter-individual effects have the potential to play a role in building trustful relationships. In this section I identify two distinct perspectives that have been offered as a means to build relationships and then demonstrate how each can be found in the trust literature. These perspectives can be traced back to the work of Tajfel and colleagues (Tajfel, 1982; Tajfel & Turner, 1979) as well as Fiske and colleagues (Fiske & Neuberg, 1990; Fiske, 1993).

In time, two distinct perspectives formed from this theoretical base as researchers focused on either the influences of social category differences or the influences of behaviour customized to a specific individual partner. I entitle these two extremities the inter-group and inter-individual perspectives (respectively).

**Inter-group Perspective.** The inter-group perspective posits that individuals who interact with each other do so keeping their group affiliation or their distinct social categories in mind through the reification of social identities. This perspective describes interaction as being performed not by individuals per se but by “depersonalized” members of categories or social groups (Hogg & Terry, 2000). Social Identity Theory (SIT) (Tajfel & Turner, 1979) suggests that when people view themselves (and others) as members of social groups an emotional significance of group membership and an accentuation of intra-category similarities and inter-category differences follows (Tajfel, 1982). Motivated to sustain one’s self-esteem (Turner, 1975), SIT further suggests that people seek advantageous group distinctiveness in comparison with a relevant out-group. This effect is so pervasive that the influence of categorization in a relationship likely never disappears entirely (Fiske & Neuberg, 1990).

The inter-group perspective should be particularly influential in the expatriate context as surface-level diversity (Harrison et al., 1998), deep-level diversity (Harrison et al., 2004; Milliken & Martins, 1996) and organizational reward structure (Chen et al., 2002; Chen et al., 2011; Gaertner et al., 1989; Homan et al., 2008) all tend to reaffirm an expatriate-local demarcation. For an in-depth discussion about these attributes see Toh and Denisi (2007). In fact, many expatriate researchers tend to explicitly or implicitly

use the inter-group perspective in isolation when exploring expatriate assignments and the relationships expatriates develop with others (Farh et al., 2010; Olsen & Martins, 2009).

The inter-group perspective has also been used as a basis for exploring the development of trustful relationships. For example, Kramer (1999) and Child (2001) suggest that a shared social category is a basis for trust, while Lewis and Weigert go so far as to state that trust is, “a property of collective units” (1985: 968). Brewer even argues that the positive assessments normally associated with in-group membership (1979) lessens the need for person-specific knowledge by creating a perceived in-group boundary of low risk (1981: 365). Brewer and colleagues further suggest that the general positive bias associated with in-group membership includes assessments of trust and trustworthiness (Brewer, 1979, 1996; Brewer & Silver, 1978). Thus, people are more apt to trust others who are in-group members, suggesting that a group demarcation is a barrier to a relationship in general and trust-development in particular.

Traditional attempts to resolve this perceived group-based barrier have been focused on the “structural conditions,” or factors emanating from outside the relationship (Kramer & Lewicki, 2010; Pettigrew, 1998). For example, Allport (1954) suggests that equal group status, and group-based cooperation as well as norms of out-group acceptance are structural conditions that can facilitate relationships between members of different social groups. A typical study based on the inter-group perspective tests how changes in one or more of these structural conditions influence the relationship between members of different groups (Sherif, 1966).



There are at least two limitations of the inter-group perspective and the traditional resolutions of the inter-group barrier which are worthy of note. First, a person is clearly classified as either an in-group or an out-group member (e.g. Brewer, 1979). By using such a clear categorization, a uniform group-based influence is assumed across all group members in a “depersonalized” manner. However, as Hogg and Terry (2000) insightfully explain, group-categorization is normally associated with a group-based prototype, “fuzzy sets that capture the context-dependent features of group membership, ... [and] embody all attributes that characterize groups and distinguish them from other groups”. Since several attributes are normally associated with a group prototype, there is likely variability in the extent to which a specific group member possesses each of the attributes. Therefore, such variability implies that different people should be perceived as (prototypical) group members to differing degrees. Viewing group membership as a degree, variability in group-based influences not only becomes a theoretically intriguing possibility but also a closer representation of reality. Second, both the inter-group perspective and the traditional resolutions to the inter-group barrier generally overlook the agency of group members. That is, though identifying “structural conditions” may imply certain pro-relational strategies for those who control the context in which group members interact, an articulation of group-based pro-relational strategies for people (who happen to be group members) has largely been overlooked. In combining these two limitations, I contend that a PCN expatriate can manage the degree to which prototypical behaviour is demonstrated from each cultural group, altering how the inter-group perspective influences a local’s trust in the PCN expatriate.

**Inter-individual Perspective.** On the other hand, the inter-individual perspective assumes the salience of the personal identity and that the relationship between two people is derived from their interpersonal characteristics (Tajfel & Turner, 1979). The inter-individual perspective describes an impression of a partner as formed from individuation (Fiske & Neuberg, 1990) or the expression of person-specific traits over time. According to this perspective, it is only by “getting to know” a partner that a relationship may develop.

One commonly cited version of the inter-individual perspective argues that similarity between individuals improves the relationship between them (Byrne, 1971). This link has been examined with reference to attitudes (Byrne & Clore Jr, 1967), interests (Hogan et al., 1972) and values (Hill & Stull, 1981). In general, this body of research claims that the more partners share personal attributes, the better their relationship. A less known version of the inter-individual perspective is based on the interpersonal circumplex (Carson, 1969; Kiesler, 1983). This less common approach suggests that the complementarity of personal traits across a dyad produce the greatest improvement in relational outcomes (Tracey et al., 2001).

Regardless of the version adopted, the inter-individual perspective assumes that attributes of individuals are static and that one partner simply “assesses” the relevant personal attributes of the other partner. That is, participants are assumed to “be” a certain way and that the “fit” of stable person-specific traits across a dyad leads to the development of their relationship (or lack thereof). With respect to trust in particular, history-based (Kramer, 1999) or evolutionary (Flores & Solomon, 1998; Lewicki &

Bunker, 1996; 1995) views of trust-development are grounded in the inter-individual perspective.

Though the inter-individual perspective explores how individual characteristics may or may not produce trustful relationships, its focus on fixed or “pre-set” person-specific attributes implies that people are fated to either have or not have a trustful relationship. Theories of self-presentation (Goffman, 1959), impression management (Harris et al., 2007) and image construction (Roberts, 2005) clearly acknowledge that actions can be taken to develop some interpersonal relationships more than others. Further, by focusing on main effects, little attention is paid to how person-specific differences may facilitate or inhibit relationship-development. I address these limitations of the individuated perspective by focusing on strategies a PCN expatriate can use to actively build the trust of a particular local colleague and by exploring local individual characteristics which may alter the efficacy of these strategies.

### **Intercultural Trust-building Strategies**

Organizational scholars have examined several unique perspectives on how trust can develop among members of the same organization. More specifically, Butler (1988) empirically offers 10 managerial conditions while Whitener and colleagues (1989) theorizes about 5 managerial behaviours of trust-development. Each of these efforts primarily focuses on job-related behaviours that a manager may demonstrate in relation to a subordinate.

Williams (2007) later added to the theoretical understanding of trust-development by discussing strategies that incorporate elements which were not part of one's job, recognizing such efforts can be targeted while also extending the discussion to include colleagues of equal rank. Even though the organizational level of analysis was the focus, I also include a paper by Child and Mollering (2003) in this brief review as their empirical investigation demonstrates that active trust-building strategies can be successful across cultural boundaries (see Table 1.1). I now extend this work by conceptualizing targeted and active trust-building strategies derived from the inter-group and inter-individual perspectives.

**Cultural Strategies.** According to the acculturation literature, individuals can choose between four broad modes during intercultural contact (e.g. Berry, 1997). *Marginalization* is when neither interaction with members from one's own cultural group nor interaction with members from the foreign cultural group is emphasized. *Separation* is when interaction with members from one's own cultural group is emphasized but interaction with members of the foreign cultural group of contact is not. *Adaptation* is when interaction with members from one's own cultural group is not emphasized, while interaction with members from the foreign cultural group is emphasized. Finally, *integration* is when interaction with members of one's own cultural group as well as interaction with members from the foreign cultural group is emphasized (Table 1.2). Though this framework helps understand how a foreigner may embrace the attributes of a host cultural group (or not), each strategy is focused on the self. As such, the framework

stops short of examining how a foreigner can actually engage with members of the host cultural group.

With the inter-group perspective and the acculturation literature as a foundation, I recognize *cultural strategies* as when an expatriate uses “depersonalized” behaviours to reconcile the cultural differences between the expatriate and locals in the pursuit of effectiveness. I conceptualize *cultural strategies* as applied to all members of a cultural out-group in a “depersonalized” manner. Since marginalization does not provide a base of engagement, I derive the cultural strategies of adaptation, coaching and fusion from the other three acculturation approaches (adaptation, separation and integration).

First, *cultural adaptation* is when a PCN expatriate aligns with the cultural expectations native to the local cultural group. For example, since Americans are generally more direct in the way they manage conflict than Japanese (Ohbuchi & Takahashi, 1994), an American who uses more indirect methods (e.g. ingratiation) may be said to have culturally adapted. Second, *cultural coaching* is when a PCN expatriate guides local colleagues in how to gain greater acceptance by members of the PCN expatriate’s cultural group. More specifically, a cultural coach teaches a cultural outsider what to anticipate (Feldman & Bolino, 1999) and corrects culturally specific hypotheses (Mendenhall & Oddou, 1985; Osland et al., 2000). For example, a Japanese cultural coach would teach an American about a Japanese preference for indirect methods of conflict resolution (e.g. ingratiation) and help the American develop such skills.

Cultural coaching in the expatriate literature usually refers to locals coaching expatriates posted to a foreign nation (Osland, 1995). However, when the organizational

context is defined by the expatriate's national cultural group, an expatriate may also take the role of a cultural coach. The acculturation literature uses the term "pressure cooker" to describe the use of coercive power to force changes in a foreigner (Berry, 1997) while the expatriate literature often presents an organizational benefit to "converting" or "socializing" locals to the origin culture of the expatriate/headquarters (e.g. Edstrom & Gaibraith, 1977; Harzing, 2001). Cultural coaching described herein implies neither direct power nor direct control over an intercultural partner.

Finally, *cultural fusion* is when a PCN expatriate uses select elements from both the expatriate and local cultural groups. For example, an American who culturally fuses may at certain times be indirect (e.g. ingratiate), at other times be direct (e.g. persuade) and at other times be both (e.g. ingratiate and persuade). Though cultural fusion is more speculative than adaptation or coaching, the acculturation and bicultural research hint at its existence. More specifically, Berry and colleagues have found that a sojourner strategy combining elements from both relevant cultural groups is among the best strategies for accruing personal benefits (1983; 1989; 1976; 1987; 1982) while LaFromboise and colleagues (1993) discuss how bicultural individuals can build a cultural repertoire from the attributes of more than one cultural group to more effectively achieve economic and political goals. Though cultural fusion has been traditionally conceptualized at a societal level, I conceptualize it as a cultural strategy that a PCN expatriate can adopt with reference to members of the local cultural group.

Critics of this conceptualization may suggest that fusion may be viewed as a less "committed" version of adaptation, whereby one adopts elements from a partner's

cultural group in a haphazard or “partial” manner. However, the actor’s proficiency in both relevant cultural repertoires and the goal of contextual effectiveness differentiates fusion from both adaption and the haphazard adoption of cultural elements. Further, given the theoretical and empirical distinction between the acculturation strategies of adaptation and integration (Berry, 1997), there is circumstantial support for a distinction between the cultural strategies of adaptation and fusion. Finally, the distinction between the cultural strategies of adaptation and fusion is an empirical question that will be further examined in the methods section of the paper.

**Individuated Strategies.** The importance of personal relationships can be readily found in organizational scholarship. However, different types of individual-level strategies which aim to build a relational bond or increase the closeness between partners are rarely considered as a collection of related strategies. Herein, I conceptualize *individuated strategies* as behaviours personalized to a particular partner with an intention to achieve a particular objective. Given the objectives of the dissertation, I focus on trust development.

I adopt a common definition of *interpersonal sensitivity*, namely, when an expatriate displays empathy and concern for a local partner (Greenberg, 1993: 83). I choose interpersonal sensitivity as an individuated strategy, as it is an action directed to a partner which captures the social-emotional “content” in a collegial relationship. Any behaviour that satisfies a partner’s personal needs or feelings is generally considered as interpersonal sensitivity (Molinsky & Margolis, 2005). I conceptualize *helping* as when an expatriate voluntarily helps or prevents the occurrence of work related problems for a

local partner (Podsakoff et al., 2000). Behaviours related to reducing a colleague's work load or providing instrumental support is generally seen as helping. I choose helping as an individuated strategy as it is an action directed to a partner which captures the instrumental "content" in a collegial relationship. Though helping may seem very similar to cultural coaching, these two strategies are different. Cultural coaching focuses on facilitating in-group acceptance of out-group members while helping focuses on facilitating the specific organizational charge of a particular partner.

Finally, I conceptualize *out-of-work interaction* as participation when an expatriate participates in an activity with a local work colleague that occurs outside of the work context. Such activities would normally include joint participation in personal celebrations, recreational events or simple ad-hoc outings after work. Though it may be obvious that interactions between work colleagues may occur inside or outside the workplace (Hersey, 1932), research examining the relationship-development between members of the same organization tends to focus exclusively on interaction within the work context (Gabbro, 1978; Graen & Uhl-Bien, 1995). However, research indigenous to China (Chen & Chen, 2004) and the exploratory interviews conducted for this dissertation all suggest that intercultural relationships can be built with an intercultural partner via a multitude of interactions in a variety of work and non-work contexts.

I choose these three particular strategies not only because they reflect the different types of content in collegial relationships (Foa & Foa, 1974; Martin & Harder, 1994), as well as contexts in which collegial interaction may take place (Leventhal, 1976) but also because each is voluntary in nature, suggesting a commitment or investment in a person-



specific relationship. It is also important to note that though the individuated strategies are targeted to a specific partner, they may be influenced by inter-group considerations if the partner happens to be a member in an out-group.

### **Receptivity to the Trust-building Strategies**

The intercultural strategies were conceptualized to make the inter-group and inter-individual perspectives of trust-development actionable. From the myriad of potential individual differences, I encapsulate the individual differences of a local's essentialist theory of race (ETR) and need-to-belong (NTB) within the term partner "receptivity" not only due to the theoretical justification (that I will later outline) but also because each pertains to a different force influencing the efficacy of the above-mentioned strategies. More specifically, an ETR relates to how a trustor interprets the external environment while the NTB related to a motive emanating from within a trustor.

**Essentialist Theory of Race.** *Lay theories* are meaning-construction frameworks that help people interpret their social world (Kruglanski, 1990). Dweck and colleagues (1995) were among the first to find that some people view a person's attributes as fixed (*entity theorists*) while others view those same attributes as malleable (*incremental theorists*). The fixed perception of these person-specific attributes is associated with greater stereotyping (Levy et al., 1998) and prejudice (Hong et al., 2004) while the malleable perception is associated with helping others whose group is stigmatized (Karafantis, 2004) and a lower willingness to castigate the undesirable behaviour of out-group members (Levy & Dweck, 1999). Thus, it is often assumed that rigidity in

perceptions of an entity theorist negatively influences inter-personal relationships generally and inter-group relationships specifically.

Progressing from a fixed versus malleable interpretation of individual attributes, scholars eventually applied this approach to group membership itself. *Essentialists* view the “essence” of group membership as so fundamental that (1) group membership is interpreted as fixed and (2) group-relevant attributes are assumed to apply to each and every individual group member (Haslam et al., 2006). On the other hand, *incrementalists* view the barrier between groups as socially constructed or even socially “convenient”. To incrementalists group membership is temporary so that few or no person-specific attributes can be derived from group membership (Hong et al., 2009).

I focus on race as a particular type of “content” for a lay theory pertaining to group membership. A lay theory of race should strongly impact intercultural interaction since (1) race is often associated with a readily identifiable difference in surface-level diversity (Harrison et al., 1998) (2) race has been shown to be given preferential attention over other category-relevant information (Ito & Urland, 2003) and (3) race is often conflated with cultural group membership (Betancourt & López, 1993; Okazaki & Sue, 1995). Those who endorse an *essentialist theory of race (ETR)* believe that both one’s racial membership is fixed and that race is a meaningful basis to infer person-specific attributes. On the other hand, those who endorse an *incremental theory of race* (a.k.a. social constructivist theory of race) believe that racial groupings are alterable social/political constructs from which few person-specific attributes can be inferred (No et al., 2008).

Herein, I focus on how a local's ETR influences the efficacy of a PCN expatriate's cultural strategies.

**Need-to-Belong.** The second characteristic I examine in terms of a local's receptivity to the various strategies is the need-to-belong (NTB), an internal desire to feel accepted by others (Carvallo & Pelham, 2006). Work establishing a theoretical foundation for the NTB can be traced back to Freud (1930), Murray (1938), McClelland (1961) and Maslow (1968). The NTB has been argued underlie other well-known personal needs (e.g. power and achievement) (Baumeister & Leary, 1995) and transcend cultural differences (Mellor et al., 2008). Researchers have linked one's NTB with the ability to accrue social gratification from pleasant social relations (Murray, 1938) as well as a tendency to behave in a way that directly fulfills this need (Wiesenfeld et al., 2001).

Though a NTB has traditionally been associated with an affiliation to a social group, research has identified influences from a NTB regarding both interpersonal and intra-group assessments (Carvallo & Pelham, 2006). In fact, Gardner and colleagues conducted an experiment specifically designed to identify differences in interpersonal and intra-group belongingness (Study 2) but could not quantitatively do so. As they concluded, "it did not seem to matter with whom our participants belonged – it only mattered that they did or did not belong" (2000: 494). Herein, I investigate the effects of one's NTB with reference to how it influences the efficacy of the individuated strategies.

### **Distinguishing Trustworthiness and Trust**

**Trustworthiness.** A seminal article written by Mayer and colleagues (1995) suggests that in order to trust, a trustor first makes an assessment of a partner's trustworthiness, an amalgam of three facets. *Ability* is a rational assessment of a partner's capability to complete a given task (Gabarro, 1978). Since ability is pertinent to a certain domain, an assessment of ability reconciles person-specific attributes and context-specific requirements, suggesting whether a partner "can-do" a task (Colquitt et al., 2007). Yet, a trustee's adequate skill level may not guarantee that a partner will pursue a given objective. In comparison, benevolence and integrity are person-specific assessments of a trustee that apply across contexts. *Benevolence* is an affective assessment of a partner's personal motivation (Nakayachi & Watabe, 2005) to uphold the interests of a partner, while *integrity* is a rational assessment of a partner's unbiased adherence to an acceptable pre-established set of personal criteria for determining the appropriateness of an action.

**Trust.** In comparison with the relatively focused literature conceptualizing trustworthiness, various disciplines have offered numerous conceptualizations of trust (Rousseau et al., 1998). I recognize *trust* as, "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party" (Mayer et al., 1995: 712). The core component of this conceptualization is the willingness to become vulnerable to a partner or accept relationship-specific risk.

As Gillespie (2003) convincingly argues, trust and trustworthiness should be considered distinct because (1) assessments of a partner's trustworthiness do not require a

willingness to become vulnerable and (2) trust and trustworthiness have been empirically discriminated. In brief, the trustworthiness of a partner is based on an assessment of three facets of the partner (ability, benevolence and integrity) while trust is a willingness to accept relationship-specific risk with the partner. Though trustworthiness and trust are related, they should neither be confused nor substituted for one another.

### **Expatriate Effectiveness**

Even though understanding the elements of a trusting expatriate-local relationship is worthy of academic pursuit in and of itself, the relatively high organizational cost associated with an expatriate assignment (Leung et al., 2011; Wederspahn, 1992) is generally viewed as justifying a focus on tangible outcomes justifying such an expense. *Expatriate effectiveness* pertains to the level of performance an expatriate attains on a posting abroad. I recognize the task focus of effectiveness by considering *work adjustment*, expatriate comfort with job requirements (Black, 1988; Black et al., 1991). I recognize the contextual component of effectiveness (Kraimer et al., 2001) by considering social adjustment and local future interaction intention. I conceptualize *social adjustment* as expatriate comfort with interacting among local colleagues for non-work reasons (Stahl & Caligiuri, 2005). I use the term “social adjustment” (Gong & Fan, 2006) instead of the more traditional “interaction adjustment” (Black, 1988) because the construct of interaction adjustment was empirically (not theoretically) derived (Thomas & Lazarova, 2005) and because focusing on the social component of adjustment clearly distinguishes it from work adjustment. I also recognize the anticipated longevity of a relationship by considering local future interaction intention (LFII).

In predicting these effectiveness-related outcomes, expatriate research has normally taken a stress-and-strain perspective of working abroad (Harrison et al., 2004). Direct effects of structural conditions, person-specific qualities and coping have dominated efforts to predict expatriate effectiveness. Similar to the inter-group perspective, the structural conditions tend to be outside the control of the focal expatriate and include human resource policies (Clegg & Gray, 2002), corporate coordination and control strategies (Edstrom & Gaibraith, 1977) as well as the purpose of posting (Harzing, 2001). Similar to the inter-individual perspective, person-specific expatriate qualities tend to be innate to a particular expatriate and include considerations such as gender (Caligiuri & Lazarova, 2002; Caligiuri & Cascio, 1998), the “big five” personality traits (Caligiuri, 2000), the ability to “substitute” home with local cultural activities (Shaffer et al., 2006) and ethnocentrism (Florkowski & Fogel, 1999) (see Harrison et al., 2004 for a more inclusive list of both structural conditions and person-specific qualities). Herein, I contribute this literature by moving beyond the static nature of structural conditions and person-specific qualities to examine a PCN expatriate’s cultural strategies.

Finally, research on coping examines how people manage demands that are felt to exceed their personal resources (Lazarus & Susan, 1984). Both generally (Folkman et al., 1986) and specifically within an inter-cultural context (Selmer, 2002; Selmer, 1998), active engagement with the source of the stress/strain predominately outperforms other types of coping (e.g. symptom-focused coping). Since “culture” (Church, 1982) or “reality” (Hughes, 1958) shock is normally considered the most influential of such stressor/strains, examining the cultural strategies also contributes to the expatriate

literature by offering a variety of ways to actively engage with members of the local cultural group.

### **CHAPTER 3: HYPOTHESIS DEVELOPMENT**

I now present hypotheses regarding the cultural and individuated strategies that I identified in the previous sections of the paper. The general theoretical model that I propose can be seen in Figure 1.3 and a more expanded version is presented in Figure 1.4. The first component of this model is what I will entitle the “group level”. The group level aspects of the model are represented by the relationships between the cultural strategies, locals’ trust and PCN expatriate effectiveness. For ease of reference, the group level portion of the model is isolated in Figure 1.5.

The second component of the model pertains to the cross-level and dyadic relationships (part of Figure 1.4; P.110) and presents PCN trustworthiness as a mediator of the relationship between each of the cultural and individuated strategies and a local’s trust. The cross-level aspects of the model are represented by the relationships between the cultural strategies and the facets of trustworthiness while the dyadic aspects of the models are represented by the relationships between the individuated strategies, the facets of trustworthiness and local’s trust. I also explore a local’s essentialist theory of race (ETR) as a moderator of the association between the PCN expatriate cultural strategies and select facets of PCN expatriate trustworthiness (cross-level) and a local’s need-to-belong (NTB) as a moderator of the association between the individuated strategies and select facets of PCN expatriate trustworthiness (dyadic level). Figure 1.6 offers an expanded model of the moderations regarding the cultural strategies while Figure 1.7 offers an expanded model of the moderations regarding the individuated strategies.



To limit redundancy, I develop arguments in support of each “similar” segment of the overall model only once. For example, I reference the arguments I use to support the association between the cultural strategies and *locals’ trust* (in the group level component) in support of the association between the cultural strategies and *local’s trust* (in the cross-level component).

### **Group Level: Cultural Strategies, Locals’ Trust and Expatriate Effectiveness.**

**Cultural Adaptation and Locals’ Trust.** Both research on sojourners (Berry, 1997; Ward & Kennedy, 1994) and expatriates (Francis, 1991; Katz & Seifer, 1996; Pornpitakpan, 1999; Thomas & Ravlin, 1995) suggest that personal benefits are accrued by those who culturally adapt to intercultural partners. Since it reduces the salience of the inter-group barrier and increases the perception of a PCN expatriate as an in-group member, I suggest that local trust is among the benefits accrued to PCN expatriate cultural adaptors. To begin with, “faultlines” are the potential lines of division within a collection of individuals (Lau & Murnighan, 1998). The faultline literature both theoretically proposes and empirically supports the contention that the alignment of personal attributes is directly proportional to the likelihood that a point of alignment will result in the perception of two groups (Lau & Murnighan, 2005). For example, the faultline literature would predict that a division within a group of individuals is more likely to be perceived if a given subset of them all have a common ethnicity, sex, education and age as compared to if there was no clear subset of individuals who were similar on all of these personal attributes. However, its tenets also imply that the removal of such attributes from alignment reduces the salience of a given demarcation. I

propose that since cultural adaptation removes normative attributes from alignment, PCN expatriate cultural adaptation should decrease the likelihood that a PCN expatriate-local demarcation becomes salient, breaking down the inter-group barrier to trust-development between a PCN expatriate and local.

Further, the theoretical work on group-based prototypes and research on cross-cutting personal attributes suggest that cultural adaptation may help build trust by enhancing the perception of the cultural adaptor as an in-group member. First, Hogg and Terry (2000) theorize that those who possess group-relevant attributes are perceived as group members to a greater extent than those who do not. I therefore propose that a PCN expatriate who culturally adapts possesses a greater number of attributes from the local cultural group, increasing the degree to which the PCN expatriate adaptor is perceived as an in-group member by locals. Second, cross-cutting occurs when a person obviously possesses attributes from both an in-group and an out-group (Mullen et al., 2001). Since the additive pattern dominates field settings (Crisp & Hewstone, 1999; Migdal et al., 1998)<sup>2</sup>, the cross-cutting literature would also predict that a PCN expatriate who culturally adapts, and demonstrates attributes from the local cultural group, should be perceived by locals as more of an in-group member than a PCN expatriate who does not culturally adapt. Since common group membership lessens the level of perceived risk in a relationship (Brewer, 1981: 365), I therefore predict that PCN expatriate cultural

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<sup>2</sup> The additive pattern occurs when an evaluator gives each attribute equal weight in determining a partner's "overall" group membership.

adaptation should not only decrease the inter-group barrier between locals and a PCN expatriate but also develop the trust of locals.

**PCN Expatriate Cultural Coaching and Locals' Trust.** The traditional coaching literature overwhelmingly supports the positive association between coaching and benefit accrual for the receivers of the coaching effort, particularly in terms of work-related effectiveness (Fournies, 1978). For example, those who are coached report a greater ability to accomplish unfamiliar tasks and manoeuvre within an organizational political system (Feldman & Bolino, 1999; Feldman et al., 1999). Due to the relevant expertise of a coach, those who are coached accrue benefits as they become more acceptable to the coach in terms of context-specific affect, cognition and behaviour (Feldman & Lankau, 2005). These results have also been found in relation to cultural coaching in particular. For instance, past research demonstrates that cultural coaches help foreigners understand what to anticipate and how to properly interpret unfamiliar cultural stimuli (Cseh & Coningham, 2008; Feldman & Bolino, 1999; Toh & DeNisi, 2007) while expatriates who are culturally coached by locals have been shown to attain greater non-native language fluency, improved adjustment, increased cultural understanding and elevated performance appraisals (Osland et al., 2000: 73). Both the research on traditional coaching in general and cultural coaching in particular focus on the benefits accrued for those being coached. However, the outcomes for a coach, outcomes which may motivate a coach to perpetuate the coaching relationship, have been generally overlooked by either stream of literature. These outcomes seem particularly important for the many firms

attempting to emulate the success of informal coaching relationships (Feldman et al., 1999).

Since PCN expatriate cultural coaching not only benefits locals but also demonstrates PCN expatriate commitment to a relationship with locals, locals' trust should be one benefit accrued by a PCN expatriate cultural coach. First, work organizations resemble the nation in which they originate (Aycan et al., 1999). As such, a PCN expatriate possesses relevant expertise in navigating aspects of the employing organization which are nation-specific. Such exclusive cultural information and experience may be critical in understanding cultural-specific organizational processes or even facilitating effective interaction with powerful constituents of the organization who also originate from this nation. Since the benefits of fluency in the PCN expatriate's cultural group suggests that a relationship with a PCN expatriate who is a cultural coach offers a greater personal benefit to locals than a relationship with a PCN expatriate who is not a cultural coach, locals may be willing to accept greater risk in a relationship with a PCN expatriate cultural coach.

Second, PCN expatriate cultural coaching demonstrates commitment to a relationship with locals, at least to the extent of the relationship-specific investment/personal cost incurred (Mlicki, 1996; Nakayachi & Watabe, 2005; Schelling, 1960; Williamson, 1983). Such personal cost incurred by a PCN expatriate cultural coach includes the effort needed in the coaching process (Ragins & Cotton, 1999) as well as the potential reputational cost (Ragins, 1997) if performance of the coached locals is inadequate. Such PCN expatriate relationship-specific commitment increases the

timeframe over which locals can accrue benefit from a relationship with the PCN expatriate. As the level of anticipated benefit accrual increases, so too should the risk locals are willing to accept in a relationship with the PCN expatriate cultural coach.

**PCN Expatriate Cultural Fusion and Locals' Trust.** Many of the arguments pertaining to faultlines, group prototypes and cross-cutting as discussed with reference to PCN expatriate cultural adaptation may also apply to the influence of PCN expatriate cultural fusion. However, to link PCN expatriate cultural fusion with locals' trust, I instead focus on the skills and knowledge specific to cultural fusers, skills and knowledge from which locals may greatly benefit.

First, a cultural fuser acts as a "broker" through which cultural insights flow across the cultural group boundary. This brokerage role implies that a cultural fuser has a greater assortment of cultural elements from which to find a solution to a given problem. In other words, a cultural fuser may be seen as spanning a structural hole (Burt, 1995) between groups of people possessing different yet complementary knowledge bases. As such, a cultural fuser may possess skills and insight that no member of a single cultural group can possess. In fact, bridging such structural holes between groups has been found to relate positively with the broker's compensation, promotion and the production of valuable ideas (Burt, 2004). Second, research has shown that a strategy which combines elements from different cultural groups not only necessitate the understanding of at least two viewpoints (Tadmor, 2006), as articulated above but also leads to higher levels of cognitive (Benet-Martínez et al., 2006) and integrative complexity (Tadmor et al., 2006). That is, through the practice of integrating the cultural elements and perspectives of two

distinct cultural groups, a cultural fuser may develop a skill distinct from the cultural elements themselves, a skill of on-demand integrative innovation. Therefore, the skills and knowledge possessed by a PCN expatriate cultural fuser may provide substantial benefit to locals, making them more willing to accept risk in a relationship with a PCN expatriate fuser.

**Locals' Trust and PCN Expatriate Effectiveness.** There are at least two reasons why locals' trust should predict PCN expatriate effectiveness. First, locals' trust in a PCN expatriate should be positively associated with PCN expatriate adjustment (work and social) due to the greater deference of locals and the information-sharing that trust facilitates. In fact, past research suggests that trust in a relationship leads a trustor to show deference to or compliance with the wishes of a trustee (Kramer, 1999). For instance, Oldham (1975) found that trust in a supervisor had a positive association with a subordinate accepting the supervisor's goals while Kim and Mauborgne (1993) found that the trust a manager of a foreign subsidiary had in head office was positively associated with compliance to strategic decisions from the head office. Further, the positive association between employee trust in a leader, work group or organization has been found to be positively associated with an employee's facilitation of work group or organization goals via organizational citizenship behaviour (Dirks & Ferrin, 2001). Therefore it follows that, locals who trust the PCN expatriate would likely accept or even pursue the objectives of the PCN expatriate, increasing a PCN expatriate's comfort in interacting with locals in both work and non-work contexts.

Next, trust has also been associated with various aspects of communicative openness and information-sharing (Dirks & Ferrin, 2001). Since information-sharing should facilitate not only the “local component” of a PCN expatriate’s personal organizational change (Black & Mendenhall, 1990; Black & Porter, 1991) but also an understanding of local behaviours (Branzei et al., 2007; Gudykunst et al., 1996; Morris et al., 2008), I propose that a PCN expatriate should feel greater comfort when interacting with locals for work and non-work reasons.

Self-interest should also motivate locals who trust a PCN expatriate to have the intention of interacting with the PCN expatriate in the future. More specifically, future interaction between locals and a PCN expatriate would facilitate a monitoring of a PCN expatriate to ensure that the level of risk in a relationship with a PCN expatriate remains acceptable and that the anticipated personal benefits from a relationship with the PCN expatriate are accrued.

**Trust as Mediator.** I now further support the implication from the above discussion that trust mediates the relationship between the cultural strategies and PCN expatriate effectiveness. More specifically, I argue that the influence of the cultural strategies on PCN expatriate effectiveness may not be direct but may occur through the resulting trustful relationships with local colleagues.

First, the theoretical work of McKnight and colleagues (1998) discusses the effect of “initial” trust (trust based on presumptions) as potentially altering the approach one uses when interacting with a partner. The notion of “initial” trust may suggest that locals’ trust leads to the use of certain cultural strategies. However, since the influence of

“initial” trust should be greatly diminished when relationships are beyond the “initial” stage, the effect of “initial” presumptions on locals’ trust should be greatly diminished in on-going relationships.

Second, a PCN expatriate’s comfort regarding interaction with locals (regardless of purpose) should have little bearing on the extent to which locals are willing to accept risk in the PCN expatriate. As such, the most likely causal flow is one where locals’ trust predicts PCN expatriate adjustment. Admittedly, the weakest causal link in the group level model pertains to the prediction of local future interaction intention by locals’ trust. Regardless, I felt it important to include local future interaction intention in the group level model to validate any causal support for the cultural strategy-trust-adjustment paths. Given this discussion, I offer the following hypotheses.

*Hypothesis 1* The positive association between cultural adaption and expatriate effectiveness will be mediated by locals’ trust.

*Hypothesis 2* The positive association between cultural coaching and expatriate effectiveness will be mediated by locals’ trust.

*Hypothesis 3* The positive association between cultural fusion and expatriate effectiveness will be mediated by locals’ trust.

### **Cross-Level Mediation: Cultural Strategies, Trustworthiness and a Local’s Trust**

In a previous section of the dissertation I presented arguments supporting the positive association between cultural strategies and the “aggregate” or “average” trust of a PCN expatriate’s local colleagues. I now focus on how the associations between these cultural strategies and a specific local colleague’s trust in a PCN expatriate may be mediated by that same local colleague’s assessment of PCN expatriate trustworthiness (cross-level).



Both conceptual (Mayer et al., 1995) and empirical work (Mayer & Davis, 1999) suggest that a local who assesses a PCN expatriate as having a greater capacity to accomplish a relevant organizational charge (*ability*), promoting the interests of that local (*benevolence*) and possessing acceptable values to that local (*integrity*) should be trusted by that local to a greater extent. Though I am not aware of any study which tests the trustworthiness-trust link in an intercultural relationship, support for a positive association between the three facets of trustworthiness and trust has overwhelming empirical support in Western-based single-culture research (e.g. Davis et al., 2000; Mayer & Davis, 1999; Mayer & Gavin, 2005).

However, the research investigating trustworthiness is primarily based on the individual perspective, assuming that all information about a particular trustee can be synthesized into assessments of the trustee's trustworthiness. As Williams (2001) points out, group-based influences are not entirely captured in the tripartite conceptualization of trustworthiness. Since cultural strategies are derived from group-based influences, I suggest that trustworthiness only partially mediates the relationship between PCN expatriate cultural strategies and a local's trust in a PCN expatriate. Finally, though there may be some overlap in the influences of the various cultural strategies on local assessments of the three facets of PCN expatriate trustworthiness, for each cultural strategy I focus on the facet(s) of trustworthiness I deem to have the most compelling arguments.

### **Trustworthiness Mediating PCN Expatriate Cultural Adaptation on Locals'**

**Trust.** First, PCN expatriate cultural adaptation may foster a local's assessment of PCN

expatriate ability-trustworthiness due to an improved accuracy in communication between members of different cultural groups (Adler & Graham, 1989). More specifically, a given PCN expatriate was likely chosen by members of the organization to fulfill a particular individual charge within an organization because this PCN expatriate possesses the necessary skills to do so. However, since members of different cultural groups have been shown to use different templates (Morris et al., 2008) or bases (Yuki et al., 2005) when “reading” the signs (Bacharach & Gambetta, 2001; Branzei et al., 2007) or evaluating the available information about a partner, accurately communicating these skills to a local colleague may be difficult. PCN expatriate cultural adaptation should help align the expectations of a local with an accurate representation of PCN expatriate job-related abilities, abilities that the organization has likely determined to be sufficient.

Second, PCN expatriate cultural adaptation may foster a local’s assessment of PCN expatriate benevolence-trustworthiness as predicted by the Augmentation Principle (Jones, 1979; Kelley, 1973). Lindsfold (1978) describes the Augmentation Principle as, “a person’s act will be viewed as expressive of his dispositions if the act involves risk of loss or actual costs [to the self]”. If cultural adaptation leads a PCN expatriate to incur a personal cost and simultaneously leads a local to accrue a benefit, the Augmentation Principle would predict that a local would attribute such a benefit as intentional by the PCN expatriate, linking PCN expatriate cultural adaptation to a local’s assessment of PCN expatriate benevolence-trustworthiness.

The personal costs incurred by a PCN expatriate during cultural adaptation includes a PCN expatriate’s “culture” (Church, 1982) or “reality” (Hughes, 1958) shock, a

potential reduction in social status (Byrnes, 1966), the effort and dedication in gaining cultural proficiency, the potential “psychological toll” (Molinsky, 2007) of subjugating personal values when accepting local cultural norms or even the implicit acceptance any customary “rites of passage” (Adler & Adler, 1988; Gross & Stone, 1964) in going “native” (Katz & Seifer, 1996). A local’s benefits include the self-esteem and the feeling of security received when a PCN expatriate endorses attributes from the local cultural group (Hogg & Terry, 2000; Tajfel, 1982; Tajfel & Turner, 1979; Turner, 1975) and the implicit acceptance by the PCN expatriate of local cultural norms, norms which give the local an advantage in the relationship.

As PCN expatriate cultural adaptation leads to the incurrence of personal costs by a PCN expatriate as well as the accrual of benefits to a local, the Augmentation Principle predicts that a local will attribute PCN expatriate cultural adaptation as intentional, bolstering a local’s assessments of PCN expatriate benevolence-trustworthiness. As such, cultural adaptation and benevolence-trustworthiness should be positively correlated.

Third, PCN expatriate cultural adaptation should be positively related to a local’s assessment of PCN expatriate integrity-trustworthiness due to value inference and an increased sense of connectivity. More specifically, even though a PCN expatriate may not be considered a member of the local cultural group, when a PCN expatriate adopts attributes from the local cultural group, a local may infer that the PCN expatriate endorses values that are implied when such cultural attributes are adopted by locals. That is, a local may interpret culturally familiar attributes in a culturally familiar manner, regardless of who is adopting those attributes. Thus, a local may infer that a PCN

expatriate cultural adaptor endorses the values commonly found among locals, values which are likely acceptable to a local.

Furthermore, cultural adaptation may bolster the inter-personal and group-based connectivity between a PCN expatriate and the local, leading the local to perceive the values of a PCN expatriate as more similar to a local's personal values. More specifically, behavioural coordination (e.g. mimicry and synchrony) has been shown to bolster inter-personal connectivity. Inter-personal connectivity alters the perception of a partner's attributes to be more like those of the self (Davis et al., 1996). Therefore, when a PCN expatriate culturally adapts and synchronizes certain attributes with those of a local, that local may view a PCN expatriate cultural adaptor as possessing other attributes (including values) that are similar to, and acceptable by, the self. Further, adopting cultural behaviour may alter group-based connectivity. As mentioned earlier, when prototypical attributes of a group are adopted by an out-group member (Hogg & Terry, 2000) or when a partner obviously possesses attributes of an in-group and an out-group (Crisp & Hewstone, 1999; Migdal et al., 1998) that person is seen as more of an in-group member. Therefore, a PCN expatriate cultural adaptor may be viewed more like a member of the local cultural group, creating a common group identity and increasing the perception of shared and acceptable values (Brewer, 1979; Kramer & Brewer, 2006).

Finally, Social Identity Theory suggests that the pursuit of self-esteem and security (Tajfel and Turner 1979) motivates people to identify or perceptually manufacture attributes that make in-group members preferable to out-group members. As such, evaluations of people who possess attributes of in-group members should be positively

inflated. Consequently, when a PCN expatriate cultural adaptor demonstrates attributes commonly found among members of the local cultural group, a local's assessments of each and every facet of trustworthiness (ability, benevolence and integrity) may be positively inflated. Therefore, I offer the following multi-part hypothesis.

*Hypothesis 4* The positive association between cultural adaption and a local's trust will be mediated by A) ability-trustworthiness, B) benevolence-trustworthiness and C) integrity-trustworthiness.

#### **Trustworthiness Mediating PCN Expatriate Cultural Coaching on Locals'**

**Trust.** First, PCN expatriate cultural coaching is oriented toward helping locals understand what to anticipate and how to properly interpret cultural stimuli from the PCN expatriate's cultural group (Cseh & Coningham, 2008; Feldman & Bolino, 1999; Toh & DeNisi, 2007). Since an organization and the responsibilities therein tend to be greatly influenced from the nation in which an organizational originates (Aycan et al., 1999), a local may view the cultural expertise demonstrated through cultural coaching as giving a PCN expatriate a culturally-derived capacity to accomplish tasks assigned by the organization. Therefore, PCN expatriate cultural coaching may be positively related to local assessments of PCN expatriate ability-trustworthiness.

Second, due to the fulfillment of the Augmentation Principle, PCN expatriate cultural coaching should be positively related to a local's assessment of PCN expatriate benevolence-trustworthiness. The Augmentation Principle, as defined above, predicts that a local would perceive PCN expatriate cultural coaching as intentional if it causes the PCN expatriate to incur personal costs (Jones, 1979; Kelley, 1973; Lindsfold, 1978) and simultaneously lead to local benefits accrual. This simultaneous benefit accrual should

suggest a benevolent motive to PCN expatriate coaching and bolster a local's assessment of PCN expatriate benevolence-trustworthiness. Earlier in this dissertation I outlined both the costs to the PCN expatriate and benefits to a local resulting from cultural coaching —the effort as well as reputational cost to the PCN expatriate and the instrumental benefits (e.g. improved understanding of non-native cultural stimuli, non-native language fluency, adjustment and performance) to the local. As such, I offer this two-part hypothesis:

*Hypothesis 5* The positive association between a PCN expatriate's cultural coaching and a local's trust in a PCN expatriate will be mediated by A) ability-trustworthiness and B) benevolence-trustworthiness.

#### **Trustworthiness Mediating PCN Expatriate Cultural Fusion on Locals' Trust.**

Earlier I argued that cultural fusers facilitate the flow of novel and useful knowledge to members of a different (cultural) group (Burt, 2004) and develop a “cognitive complexity” (Tadmor et al., 2006) leading to a capacity to innovate beyond a simple combining of group-based elements. Here I simply suggest that the strategy of cultural fusion makes these two features of a PCN expatriate known to a local, bolstering a local's assessment of the degree to which the PCN expatriate fuser can accomplish a personal organizational charge (ability-trustworthiness). I therefore offer the following hypothesis.

*Hypothesis 6* The positive association between cultural fusion and local's trust will be mediated by ability-trustworthiness.

### **Dyadic Level Mediation: Individuated Strategies, Trustworthiness and Local's Trust**

To balance this discussion about the individuated strategies with the previous discussion on cultural strategies, I first discuss the association between each individuated strategy and a local's trust in a PCN expatriate. I then provide arguments linking each individuated strategy to the relevant facets of trustworthiness, providing meditational hypotheses where appropriate. Though it is true that the individuated strategies are targeted to a particular partner, in the context under investigation, these strategies are influenced by inter-group considerations as the PCN expatriate and the locals are members of different cultural groups.

**PCN Expatriate Interpersonal Sensitivity and a Local's Trust.** There are several reasons why the PCN expatriate's individuated strategy of interpersonal sensitivity should be positively related to trust (a local's willingness to accept risk in a relationship with a PCN expatriate). First, organizations have been shown to homogenize the reactions of its members (Davis-Blake & Pfeffer, 1989) to focus on instrumental production (Scott, 1998). As such, the demonstration of empathy and concern for one's work colleague is normally neither obligatory nor expected. Therefore, the receiver of interpersonal sensitivity should be positively distinguished from other work colleagues, bolstering the self-esteem or self-worth of the receiver (Tyler & Degoey, 1996; Tyler & Lind, 1992). This esteem-related benefit may act as an incentive for a local to accept greater relationship-specific risk with a PCN expatriate. Second, the social exchange literature often differentiates economic and social exchange relationships (Blau, 1964). Economic exchange relationships include the exchange of material resources in a defined

domain for a predetermined length while social exchange relationships include the exchange of social-emotional resources across various domains for an unspecific length. As argued elsewhere, interpersonal sensitivity either fosters or indicates the existence of a social exchange relationship (Chen et al., 2002). Since a social exchange relationship includes an unspecified duration, self-interest should motivate the PCN expatriate to consider a local's interests when interpersonal sensitivity is present. Such partner-focused consideration may also act as an incentive for a local to accept more risk in a relationship with a PCN expatriate.

**PCN Expatriate Helping and a Local's Trust.** Given its focus on work-related matters, PCN expatriate helping should be positively associated with a local's willingness to accept risk in a relationship with a PCN expatriate. More specifically, to facilitate the coordination of organizational members in accomplishing the over-arching goal of organizational survival (Smith et al., 1995), each organizational member (no matter expatriate or local) is given a personal organizational charge. If a PCN expatriate provides such assistance to a local, the quality and/or likelihood of accomplishing the local's personal organizational charge increases, likely incentivizing a local to accept greater risk in a relationship with a PCN expatriate. In fact, two studies of U.S. military personnel by Deluga (1994, 1995) found a significant positive relationship between a supervisor helping subordinates and subordinates trusting the supervisor.

**PCN Expatriate Out-of-work Interaction and Local Trust.** There are a few reasons why PCN expatriate out-of-work interaction should lead a local to trust a PCN expatriate. First, when a PCN expatriate interacts with a local outside of work, the PCN



expatriate leaves behind the cultural familiarity of the organization. A context of interaction dominated by the local cultural group should make the PCN expatriate more dependent on the local's greater proficiency in local cultural elements. Such dependence should make a local more willing to accept risk in the relationship with a PCN expatriate.

Second, if out-of-work interaction is sufficiently frequent, it may provide a local with an adequate amount and variety of cross-context observation to sufficiently predict even person-specific facets of PCN expatriate action. This greater precision of prediction would lead a local to accept greater relationship-specific risk with a PCN expatriate for a given level of anticipated benefit (Lewicki & Bunker, 1996; Lewicki & Bunker, 1995).

Furthermore, all three individuated strategies are voluntary. As such, engaging in any of them demonstrates commitment to a relationship with a specific local, at least to the extent of the investment (e.g. time and effort) (Mlicki, 1996; Nakayachi & Watabe, 2005; Schelling, 1960; Williamson, 1983). As mentioned with reference to cultural coaching, a PCN expatriate's commitment to a relationship with a local increases the timeframe over which locals can accrue benefits from the relationship, incentivizing a local to accept greater risk in the relationship with the PCN expatriate.

### **Trustworthiness Mediating PCN Expatriate Interpersonal Sensitivity on Locals'**

**Trust.** If demonstrating interpersonal sensitivity leads the PCN expatriate to incur a personal cost, the Augmentation Principle (Jones, 1979; Kelley, 1973; Lindsfold, 1978) would again predict that the local should perceive such an act as intentional if local benefits are simultaneously accrued. With respect to personal costs, when a PCN expatriate is interpersonally sensitive to a local out-group member, the relationship

between that PCN expatriate and other PCN expatriates may be at risk. More specifically, other in-group members (i.e. other PCN expatriates) may interpret such action as an indication that this out-group local in particular (or all out-group locals in general) are equals to members of the in-group. This inference of equality may threaten any advantageous group distinctiveness (Turner, 1975) for other in-group members (other PCN expatriates) and restrict their ability to accrue typical group-derived benefits (e.g. self-esteem and security). In an extreme case, being interpersonally sensitive to an out-group member may even be interpreted by other PCN expatriates as disloyalty.

Combining the prediction of the Augmentation Principle (Jones, 1979; Kelley, 1973; Lindskold, 1978) with these PCN expatriate costs and the local benefits that I have previously outlined (e.g. self-esteem), PCN expatriate interpersonal sensitivity should enhance the local's assessment of PCN expatriate benevolence-trustworthiness.

Finally, regardless of the personal benefits accrued by a specific local, the perception that a PCN expatriate intentionally crossed the inter-group barrier to demonstrate interpersonal sensitivity to an out-group member demonstrates values of equality and acceptance, values which should be appreciated by the local.

This entire discussion leads to the following two-part hypothesis.

*Hypothesis 7* The positive association between interpersonal sensitivity and a local's trust will be mediated by A) benevolence-trustworthiness and B) integrity-trustworthiness

**Trustworthiness Mediating PCN Expatriate Helping on Locals' Trust.** First, there are a few reasons why PCN expatriate helping should be positively related to a local's assessment of PCN expatriate ability-trustworthiness. More specifically, helping

a colleague is likely assumed to be secondary to accomplishing one's own organizational charge. As such, a local may assume that a PCN expatriate helper possesses a surplus of personal resources after satisfying a personal organizational charge (e.g. effort and skills). Further, the halo effect (Nisbett & Wilson, 1977) suggests that a positive impression resulting from helping with a local's responsibilities may positively bias a local's assessment of a PCN expatriate's ability to accomplish the PCN expatriate's own personal organizational charge, even though these sets of responsibilities may be quite different.

Second, by once again satisfying the Augmentation Principle (Jones, 1979; Kelley, 1973; Lindskold, 1978) PCN expatriate helping should be positively related to a local's assessment of PCN expatriate benevolence-trustworthiness. Given the instrumental nature of helping, the most relevant cost incurred by a PCN expatriate helper likely relates to the personal resources which could be redeployed to other instrumental purposes (e.g. time and effort). Given this personal (opportunity) cost, the Augmentation Principle would predict that PCN expatriate helping would be viewed as intentional. Since PCN expatriate helping benefits a local via a greater chance of accruing organizational rewards, a local may again infer that the PCN expatriate provides such benefits intentionally, bolstering the local's assessment of PCN expatriate benevolence-trustworthiness.

Finally, PCN expatriate helping should also be positively related to a local's assessment of PCN expatriate integrity-trustworthiness. That is, since helping supports the over-arching instrumental goal of a work organization (Scott, 1998), a local may

interpret PCN expatriate helping as a personal endorsement of organizational values.

Given that a PCN expatriate and a local are both colleagues in the same work organization, an endorsement of such values should be acceptable to a local. Combining this discussion with previous discussions, I offer the following multi-part hypothesis.

*Hypothesis 8* The positive association between helping and a local's trust will be mediated by A) ability-trustworthiness and B) benevolence-trustworthiness and C) integrity-trustworthiness.

#### **Trustworthiness Mediating Expatriate-Local Out-of-work Interaction on**

**Locals' Trust.** As mentioned earlier, when a PCN expatriate interacts with a local outside of work, the PCN expatriate incurs the personal costs of leaving the familiar. According to the Augmentation Principle (Jones, 1979; Kelley, 1973; Lindsfold, 1978), the local should therefore infer out-of-work interaction as intentional. Simultaneously, out-of-work interaction also increases the influence of the local cultural group over the PCN expatriate, providing a local with the benefit derived from greater cultural familiarity and potentially increasing the local's influence over the PCN expatriate. Given the inference of intentionality (due to the personal costs incurred) and the provision of these benefits, a local may therefore infer that the provision of such benefits is intentional by the PCN expatriate, bolstering the local's assessment of PCN expatriate benevolence-trustworthiness.

Second, there are several reasons why PCN expatriate out-of-work interaction should be positively related to local assessments of PCN expatriate integrity-trustworthiness. These include a shifting of partner goals, the convergence of partner judgements, exposure to foreign values and the formation of a common in-group identity. More

specifically, Leventhal (1976) suggests that the context in which interaction takes place alters the goals of those in an interaction. When a PCN expatriate and local interact outside of work, the focus in the relationship should shift away from instrumentality and production, the goals commonly pursued at work (Scott, 1998). This reduced focus on instrumentality should lessen a PCN expatriate's desire to exploit the local, suggesting values that would be more acceptable to a local. Further, greater shared experience (Ashforth & Saks, 1996; Van Maanen & Schein, 1978; Zenger & Lawrence, 1989) facilitates a convergence of judgements. Even though the context in which this shared experience occurs likely has a greater influence on the PCN expatriate than on the local, similarity of judgements should lead to acceptance and acceptance, in turn, should bolster a local's assessment of PCN expatriate integrity-trustworthiness. Even if this convergence does not occur, such interaction should give a local an opportunity to witness the PCN expatriate's values in action. Since greater exposure has been found to facilitate the acceptance of something foreign (Zajonc & Markus, 1982), it follows that greater interaction outside of work should lead to greater local acceptance of PCN expatriate values.

Finally, if a PCN expatriate and local interact outside of work frequently, a shared outside-of-work "group" may form. Since a common identity leads to a perceived similarity of values (Brewer, 1979; Kramer & Brewer, 2006), this may also lead to greater local acceptance of the expatriate's (foreign) values. Combining this discussion with the previous discussions, I offer the following two-part hypothesis.

*Hypothesis 9* The positive association between out-of-work interaction and a local's trust will be mediated by A) benevolence-trustworthiness and B) integrity-trustworthiness

**Cross-Level Moderation: Essential Theory of Race (ETR) Moderating Relationships between Cultural Strategies and Trustworthiness.**

I now discuss the potential for the moderating role of a local's essentialist theory of race (ETR) on the association between select cultural strategies and specific facets of trustworthiness. I limit my discussion to those associations which are most theoretically justified and organize the discussion by cultural strategy.

**PCN Expatriate Cultural Adaptation and Integrity-trustworthiness.** I have previously argued that PCN expatriate cultural adaptation would be positively associated with a local's assessment of the expatriate's ability-trustworthiness due to a more accurate communication of the job-related skills possessed by the PCN expatriate. However, since communication accuracy has little direct connection to perceptions about a racial group membership, I do not offer a hypothesis regarding the influence of a local's ETR on the association between cultural adaptation and a PCN expatriate's perceived ability-trustworthiness.

Second, in linking PCN expatriate cultural adaptation to a local's assessment of benevolence-trustworthiness, I combined predictions from the Augmentation Principle (Jones, 1979; Kelley, 1973; Lindskold, 1978) with the fact that locals benefit from PCN expatriate adaptation. Endorsing an ETR has been found to lead to an elevated perceived personal cost in traversing an inter-group barrier (Chao et al., 2007: Study 1 and Study 2; No et al., 2008: Study 2). Therefore a local who endorses an ETR may perceive a much

greater personal cost to a cultural adapter than would a local who does not endorse an ETR. The Augmentation Principle predicts that this greater personal cost increases a local's perception of a PCN expatriate's intentionality. However, this influence may be counteracted as locals who endorse an ETR would focus more on a presumed fixed group membership (and less on PCN expatriate cultural adaptation). Given that these influences offset each other, I do not offer a formal hypothesis regarding the moderating influence of a local's ETR on the hypothesized positive relationship between PCN expatriate cultural adaptation and a local's assessment of PCN expatriate benevolence-trustworthiness.

Third, I argued that PCN expatriate cultural adaptation and a local's assessment of PCN expatriate integrity-trustworthiness were positively related. I argued that a local may interpret a PCN expatriate's adoption of local cultural attributes as implying an endorsement of local cultural values while a greater sense of connectivity may lead locals to project onto the PCN expatriate adapter a more similar (and acceptable) set of values. Given their focus on a fixed group membership, endorsing an ETR should shift a local's focus away from PCN cultural adaptation, lessening its effect. Further, people who endorse an ETR view membership in distinct racial group as more different from each other (No et al., 2008: Study 1) than people who do not endorse an ETR. Therefore, any perceived influence of connectivity through cultural adaptation should be met with greater psychological resistance by locals who endorse an ETR. Since both of these effects reinforce each other, I offer the following hypothesis.

*Hypothesis 10* A local's essential theory of race (ETR) will weaken the positive association between cultural adaptation and integrity-trustworthiness.

**PCN Expatriate Cultural Coaching and Benevolence-trustworthiness.** I argued above that, due the group membership and cultural affiliation of the PCN expatriate, a local who endorses an ETR may view a PCN expatriate cultural coach as particularly capable of accomplishing a personal organizational charge (Aycan et al., 1999). As previously described, locals who endorse an ETR may focus less on the act of cultural coaching and more on the assumed fixed group membership of the PCN expatriate. Since cultural coaching demonstrates proficiency in the elements of a PCN expatriate's cultural group, it is unique among the cultural strategies as it aligns with the assumptions of an ETR. However, in the case of ability-trustworthiness, two counteracting interpretations may ensue. On one hand, assuming a fixed group membership may result in elevated assessment of a PCN expatriate's capacity to accomplish a culturally familiar organizational charge, bolstering assessments of PCN expatriate ability-trustworthiness. On the other hand, a local who endorses an ETR may forever view the PCN expatriate as an out-group member and thus have a negatively biased assessment of their ability. Since these influences counteract each other, I do not offer a formal hypothesis regarding the moderating effect of a local's ETR on the association between PCN expatriate cultural coaching and a local's assessment of PCN expatriate ability-trustworthiness.

Previously, I used the Augmentation Principle (Jones, 1979; Kelley, 1973; Lindskold, 1978) to hypothesize a positive relationship between a PCN expatriate's cultural coaching and a local's assessment of benevolence-trustworthiness. I now argue that a local's endorsement of an ETR changes the two major considerations justifying this posited positive association — the perception of the personal cost incurred by a PCN



expatriate and of the benefits accrued to locals. More specifically, if a local assumes that group-relevant attributes of (the self and other) locals are fixed, this local should perceive a greater cost incurred by the PCN expatriate in trying to change such unchangeable attributes (via cultural coaching). With a higher personal cost, the Augmentation Principle (Jones, 1979; Kelley, 1973; Lindskold, 1978) predicts the inference of greater intentionality. However, most of the benefits to locals accrue from PCN expatriate cultural coaching stem from changes to their group-related attributes (i.e. greater cultural proficiency). Thus, if a local assumes that group-derived attributes are fixed, he or she would anticipate few (if any) of those benefits. This, in turn, should weaken any inference that the PCN expatriate is advancing the interests of locals. Given this discussion, I offer the following hypothesis:

*Hypothesis 11* A local's essential theory of race (ETR) will weaken the positive association between cultural coaching and benevolence-trustworthiness.

**PCN Expatriate Cultural Fusion.** Earlier I argued that inter-group brokering and a distinct skill for innovative integration leads to a positive association between PCN expatriate cultural fusion and a local's assessment of PCN expatriate ability-trustworthiness. Though PCN expatriate cultural brokering may be susceptible to the perceptual biases associated a local's ETR (i.e. assuming a fixed group membership), there is little reason to believe that the distinct skill of innovative integration would be susceptible. Therefore, I do not offer a formal hypothesis for the moderating effect of a local's ETR on the hypothesized positive relationship between PCN expatriate cultural fusion and a local's assessment of PCN expatriate ability-trustworthiness.

**Individual Level Moderation: Need-to-Belong (NTB) Moderating Relationships between Individual Strategies and Trustworthiness.**

I now discuss the potential for the moderating role of a local's need-to-belong (NTB) on the association between the individuated strategies and PCN expatriate trustworthiness. Since, as I will explain, a NTB should influence a local's perception, I suggest that a local's NTB moderates each of the relationships between the individuated strategies and the facets of trustworthiness for which I have argued.

From at least as early as the work of Kelly (1955), theorists have argued that personal motives impact the way in which one social environment is interpreted. With respect to the need-to-belong (NTB) specifically, Gardner and colleagues (2000: Study 1) as well as Pickett and colleagues (2004: Study 1 and 2) have empirically demonstrated that a NTB activates one's social monitoring system (SMS), a system responsible for allocating attention to social information relevant to the attainment one's goals (Fiske, 1993; Srull & Wyer, 1986). Thus, if a PCN expatriate's actions imply social connectivity, a local with a high NTB would pay greater attention to those actions than a local with a low NTB. Further, Baumeister and Leary (1995) advocate, and Carvallo and Phelham (2006) provide empirical evidence to suggest, that one's NTB biases the interpretation of social cues to (psychologically) satisfy one's personal goal of belonging. In other words, even in a context where a PCN expatriate's actions would normally not suggest social connectivity, a local with a high NTB may interpret such actions as having implications of social connectivity and then paying greater attention to them.

With reference to PCN expatriate individuated strategies specifically, I suggest that each leads a specific local to infer a more meaningful sense of connection with a PCN

expatriate. First, these individuated strategies “psychologically,” “instrumentally,” or “physically” distinguish a single local from other locals, implying that this local has a unique connection to the PCN expatriate. Since these strategies are generally associated with local benefit accrual, this uniqueness may be interpreted as a preference for or a greater connection with a given local. Even the possibility of such an interpretation may be sufficient to elicit the interpretive and attentional biases of locals who have a high NTB, bolstering the effects of the individuated strategies in general and assessments of PCN expatriate trustworthiness specifically. As such, I offer the following three multi-part hypotheses.

*Hypothesis 12* A local’s NTB will strengthen the positive association between interpersonal sensitivity and A) benevolence trustworthiness and B) integrity-trustworthiness.

*Hypothesis 13* A local’s NTB will strengthen the positive association between helping and A) ability-trustworthiness, B) benevolence-trustworthiness and C) integrity-trustworthiness.

*Hypothesis 14* A local’s NTB will strengthen the positive association between out-of-work interaction and A) benevolence-trustworthiness and B) integrity-trustworthiness.

## **CHAPTER 4: METHODS**

### **Foundational Interviews and Scale Development**

To familiarize myself with intercultural relationship-building in an expatriate context, I was involved in over a dozen interviews with American expatriates. In the interviews the purposeful initiatives that both the Americans as well as their non-American counterparts took to build the relationship with one another were explored. Though an interview protocol was used to begin each interview (Appendix 6), as the expatriates became comfortable sharing their experience, spontaneous probing by the interviewer elicited self-reflective narratives from the expatriates. From the narratives, many of the concepts discussed in previous western-based organizational literature could be identified. Detailed notes were taken on all interviews while eight of the interviews were recorded for further analysis.

Out-of-work interaction emerged as an extremely common method of building a relationship with select intercultural colleagues. As a pre-established scale targeting appropriate out-of-work interaction could not be found, I used the interviews as well as the work of Law and colleagues (2000) to generate 7 items for the pilot test which were reduced to 5 items for the main study.

When studying culture-based interaction, one view advocates the focus on particular domains of behaviour which are traditionally divergent across cultural groups. For example, Sanchez-Burks and colleagues (2003) focus on communication styles while Brett and Okumura (1998) focus on the differences in informational scripts. Another view advocates a broader approach and argues that several “domains” should be

considered simultaneously to best understand the outcomes of an intercultural encounter (Berry, 2005). Though the focused approach can be argued to provide greater precision, the broader approach provides a more wholesome understanding of how a person's cross-domain efforts influence an intercultural relationship. Since the PCN expatriate-local relationship is of interest, I have chosen to use the broader approach and tap several relevant domains within each cultural strategy.

### **Pilot Test<sup>3</sup>: International Students in the USA**

Empirical evidence of a pilot study conducted on international students suggests a clear distinction between the three cultural strategies (adaptation, coaching and fusion). It further supports the clear differentiation of the individuated strategies (helping, interpersonal sensitivity and out-of-school interaction).

**Design/Procedure.** Though the cultural strategies have their roots in the acculturation (e.g. Berry, 2005) and bi-cultural (LaFromboise et al., 1993) literatures, few if any scales have been created to measure such strategies that can be used across studies. Based on research exploring the challenges in cross-cultural teams (Behfar et al., 2006), intercultural work groups (Earley & Mosakowski, 2000) and intercultural joint ventures

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<sup>3</sup> A pilot study was designed for actual expatriates who graduated from a Chinese campus of a MBA program of a University located in the North East of the USA. Understanding the limitations of "partner selection", as identified in the international student study, a similar procedure was used to solicit (Chinese) intercultural partners of American graduates. After an initial email to solicit responses from these alumni, 28 expatriates responded providing connections to fewer than 20 local Chinese. After this initial email, contact with these alumni was severed as the university closed this campus and the individual who facilitated the email connection was terminated from employment. Given the very restricted sample size, no analysis will be reported from this sample. However, details about the sample can be provided upon request.

(Brannen & Salk, 2000; Salk & Brannen, 2000), measures for the cultural strategies were developed for this research. Four items for each cultural adaptation, cultural coaching and cultural fusion were created. Though theoretical and qualitative research identifies cultural fusion (e.g. LaFromboise et al., 1993) these items are much more exploratory in nature as no attempts could be found that specifically measure mixing or combining elements from different cultural groups.

With the primary goal of exploring the discriminant validity of the scales used to measure the various strategies, I conducted a pilot study on international students of a university in the North East of the USA. I worked with the department responsible for assisting international students in maintaining the correct student visa status and assisting in international student relocation. In offering my services regarding survey dissemination and minimal assistance with data analysis, the items for the pilot study were included in a larger online survey administered to all international students from a single campus. To ensure only international students received an email soliciting participation, the participating department was responsible for all email solicitations. All of the 715 international students on the relevant campus received an email to participate. One hundred international students adequately responded to the questions pertaining to the cultural strategies. Though it would have been ideal for international students to complete items pertaining to the individuated strategies as well, the sheer number of items in the entire survey (items for the department and for this project) was already quite substantial. As such, international students were not requested to complete scales for the individuated strategies.

However, the international students were asked to volunteer the email address of two American students with whom they had frequent interaction. Since the representative of the department offering data access to the international students deemed collecting information about local American students as outside the departmental mandate, only questions pertaining to this research project were asked of local American students. As such, all pertinent scales were included in the local American student survey. After several reminders, 41 American students adequately responded to items measuring both types of strategies. Each of these volunteered American students recognized the email address of the appropriate international student, self-reported as a student at the same university as their international student colleague and self-reported as being a citizen of the USA.

**Exploratory Factor Analysis-International Students.** The exploratory factor analysis (EFA) conducted on the data collected from the international student sample focused on the cultural strategies and used Principal Axis Factoring with an oblimin rotation. Given the exploratory nature of the factor analysis, I used a criterion of an eigenvalue  $> 1$  to constitute factors. As can be seen in Table 2.1, strong conceptual distinction between the different cultural strategies is evident. Three factors emerged with eigen values greater than 1, explaining about 75% of the variance. As can be seen in Table 2.2, the cultural strategies were positively correlated with each other ( $p < 0.001$ ). Though this may indicate the presence of a single-source bias, it may also suggest that some international students are simply more or less active in all in cultural strategies.

**Exploratory Factor Analysis-Local American Colleagues.** Since the sample size of local American colleagues was small, separate EFAs were conducted on the cultural and individuated strategies. The first EFA pertained to the cultural strategies. In the original EFA, the item “Join American norms and norms from my home country during extra-curricular activities on campus (e.g. sports, clubs)” cross-loaded. As such, this item was omitted (Table 2.3). After this omission, three factors with eigenvalues greater than 1 emerged, explaining about 71% of the variance. This EFA provides further support for the conceptual distinction between the three cultural strategies.

With respect to the individuated strategies, two items from the interpersonal sensitivity scale were omitted (“This international student treats you with kindness and consideration” and “This international student discusses his/her decisions with you (if they impact you)”). After this omission, the EFA of the individuated strategies contained three factors with eigen values greater than 1, explaining about 76% of the variance (Table 2.4). This EFA demonstrates the conceptual distinction between interpersonal sensitivity, helping and (most importantly) out-of-school (work) interaction.

Again though the sample is very limited, there are some features of Table 2.5 that are worthy of note. First, cultural adaptation is positively correlated ( $p < 0.05$ ) with every strategy except out-of-school interaction. It is peculiar that the correlation between adaptation and out-of-school interaction was not significant. As cultural coaching was only moderately significantly related to helping ( $p > 0.1$ ), there is evidence to suggest that cultural coaching is weakly related to the provision of instrumental assistance. Further, cultural coaching was not significantly correlated with interpersonal sensitivity. Next,



cultural fusion and helping were found to be positively correlated ( $p < 0.05$ ). The highest bi-variate correlation was a positive correlation between helping and out-of-school interaction ( $p < 0.001$ ). Finally, it is worth noting that interpersonal sensitivity had a significant bi-variate correlation with cultural adaptation. Though this correlation can be theoretically justified, the mean of interpersonal sensitivity was very high (greater than 5 on a 6-point scale) and the standard deviation was very low ( $s.d. = 0.79$ ). Thus, local American colleagues generally agreed that each of their international student-partners showed a large degree of interpersonal sensitivity, providing a very restricted variation from which a significant correlation was to be detected.

### **Context of Main Study**

**Selection of American and Japanese Cultural Groups.** Japan and the USA were chosen for the cultural groups in contact for the main study. Since the historical events between the two cultural groups has ranged from amicable to hostile (Table 3.1), they are generally polarized on commonly used measures of culture (Brett & Okumura, 1998; Hofstede, 1980; Markus & Kitayama, 1991) and their relatively high rank in gross domestic product (GDP) (CIA, 2011) suggests not only a conservative but also a economically meaningful test for the effects I discuss.

**Research Design.** For data collection of the main sample, I chose the self-administered survey method (Singleton Jr & Straits, 2005). First, access and time limits to subjects in the population of interest (“sets” of PCN expatriates and locals) is quite difficult, preventing the use of in-depth interviews. The limited time needed to complete a survey was seen as a reasonable compromise between enabling data collection and

restricted access to respondents. Further, since the phenomenon of interest (expatriate-local relationships) occurs in the field, more passive methods (e.g. historical data and laboratory experiments) were seen as either unrelated or unfeasible. Finally, a survey is seen as an appropriate method of capturing evaluations internal to each participant relevant to this study, a limitation of secondary data sources.

Given the time requirements needed to complete each survey, self-administration allowed for the most flexibility. Further, though surveys are notorious for low response rates (Harzing, 1997), efforts were made to manage this limitation through an endorsement from appropriate organizational authorities and follow-up reminders when possible.

**Main Sample and Procedure.** I sampled “matched sets” (Shaffer et al., 2006) in Japanese subsidiaries located in the USA. A “matched set” is comprised of one Japanese PCN expatriate and two or more American local colleagues. “Matched sets” were identified by an organizational representative (normally a HR or “Quality” manager) asked to use “every-day work interaction” as a basis of selection *not* friendship.

A summary of the survey response rates can be seen in Table 3.2. In brief, 30 Japanese firms agreed to participate in the study. Of these only matched sets could only be created from respondents from 25 (an 83% response rate). Of the 153 Japanese PCN expatriates suggested by company contacts, 122 provided useable responses (which were factor analyzed) while of these only 71 could be matched to two or more American locals (a 46% response rate). Of the 542 American local colleagues offered by company contacts, 326 provided useable responses (which were factor analyzed) while of these

only 173 could be matched to a Japanese PCN expatriate with two or more matched American locals (a 32% response rate). The final analysis had an average “group size” of 2.4 (locals per expatriate) and an average number of Japanese PCN expatriates per company of 2.8.

Though the primary response rate limitation was identified as occurring between surveys that were “Sent Out” and those that were “Returned and Useable”, little can be done to capture the bias at this stage, as even demographic characteristics of those who did not respond are not available. Nonetheless, I used a series of t-tests to compare a variety of characteristics of matched to non-matched Japanese PCN expatriates as well as matched to non-matched American colleagues. As can be seen in Table 3.3, a greater proportion of matched Japanese PCN expatriates visited the USA before their current posting than those who were not matched and a greater proportion of matched Japanese PCN expatriates are male than those not matched. As can be seen in Table 3.4, matched American locals knew the Japanese PCN expatriate in their set for a greater length of time than Americans who were not matched, a greater proportion of matched American locals are of similar rank to their Japanese PCN expatriates as compared to American locals who were not matched and a greater proportion of matched American locals are of lower rank to their Japanese PCN expatriates as compared to American locals who were not matched, a greater proportion of matched American locals are males than those who were not matched, a greater proportion of matched American locals are married than those who were not matched, a greater proportion of matched American locals have visited Japan than those who were not matched. Thus, there are a greater number of

differences between matched and not matched American locals than the Japanese PCN expatriates.

Within the sample of matched sets, 90% of the local American colleagues reported interacting with their “matched” PCN expatriate once a week or more and 93% of American local colleagues reported knowing their “matched” Japanese PCN expatriate for one year or more. Thus, these working relationships and the assessments therein are well-established. Further, 92% of the in-set averages for Japanese English ability were sufficient or better while 95% of the American rated their own skill in the Japanese language as poor or worse. As such, the overwhelming language of communication between locals and expatriate was English. In terms of relative rank, 42% of the American colleagues reported their “matched” Japanese PCN expatriate was of higher rank, 36% of similar rank and 21% of lower rank. Therefore, Japanese PCN expatriates did not overwhelmingly out-rank their American local colleagues (a typical feature when a Western expatriate is posted abroad). Also, the Japanese PCN expatriates were well established in the USA as 95% of them had been on their current assignment in the USA for 1 year or more. This descriptive statistic is important as it suggests that the Japanese PCN expatriates likely have settled into a preferred use of the cultural strategies. Finally, though only 78% of locals in the sets were male, 100% of the Japanese expatriates in the sets were male. The overwhelming number of males among Japanese PCN expatriates is typical of a Japanese firm (Gegersen & Black, 1996) while the high ratio of males to females among their American local colleagues suggests that the findings of this study may be best generalized to other male dominated samples.

## Measurement

Unless noted, all measures were taken on a 6-point Likert-type scale ranging from ‘Strongly Disagree’ to ‘Strongly Agree’ or from ‘Very Rarely’ to ‘Very Often’. All measures were administered in English. Since a variable should be measured at the level at which it is theorized (e.g. Bommer et al., 2007; Mason & Griffin, 2006), Japanese PCN expatriates were asked to complete the scales measuring cultural strategies, preventing the need for aggregation (Rousseau, 1985). Since the number of items required for a PCN expatriate to report on the individuated strategies for each local colleague was deemed overly burdensome, locals were asked to complete the scales measuring the individuated strategies as well as all other scales.

Ideally, all constructs measured on a particular level would be included in a single confirmatory factor analysis (CFA) to confirm discriminant validity. However, various considerations restrict the power of such an ideal CFA (Muthen & Muthen, 2002). Though emerging perspectives exist regarding the importance of each of these considerations in creating an optimized CFA (Gagne & Hancock, 2006), I adopt a threshold pertaining to a ratio of a sample size to parameters in a CFA model (a.k.a. N:Q ratio). In brief, a parameter is anything that is estimated within the model (in this case within a Confirmatory Factor Analysis) while sample size is the total number of respondents. Lee and Song (2004) advocate for a minimal N:Q ratio of 4:1 while Bentler and Chou (1987) suggest a N:Q ratio of 5:1. If all the items for the variables measured by the PCN expatriates are included in a single CFA (i.e. adaptation, coaching, fusion, work adjustment and social adjustment) the N:Q ratio would be 2.52:1. If all the items

for the variables measured by the American locals are included in a single CFA, the N:Q would be 2.07:1. Each all-inclusive CFA would fail to meet even the less stringent minimum N:Q ratio threshold. As such, more than one “component” CFA was conducted on each level of analysis. To be conservative, I analyzed similar constructs on the same level within each component CFA analysis. On the higher level, one CFA analysis was conducted on all the cultural strategies and another on PCN expatriate adjustment (work and social). On the lower level, one CFA analysis was conducted on the individuated strategies, one on trust as well as trustworthiness and a final on the two moderators as well as local future interaction intention. Though, as a dependent variable, some might suggest including future interaction intention with the other dependent variables (PCN expatriate work and social adjustment), the differing levels of measurement prevents such an inclusion. These various analyses are detailed below.

**Cultural Strategies.** Comparable items to those used in the student pilot study were used to measure adaptation, coaching and fusion. Due to a mediocre model fit ( $RMSEA > 0.08$ ) and a high modification index (suggesting an association with adaptation), I omitted 1 item originally designated to measure cultural fusion (“Join American and Japanese norms in my social life (outside of work)”). After this omission, the standardized loading of a single item for cultural adaptation remained rather low ( $\lambda = 0.42$ ). Since this item was the only item dealing with cultural adaptation in a “personal” domain, it was kept to broaden scale breadth. The final set of 11 items and each of their standardized loadings in the final component CFA can be seen in Table 3.5. As can be seen in Table 3.6, the hypothesized 3 factor structure fit the data very well

( $\chi^2=48$ ,  $df=41$ ,  $p>0.1$ ,  $RMSEA=0.038$ ,  $CFI=0.988$ ,  $TLI=0.983$ ) and much better than models with other combinations of factor loadings. More specifically, the hypothesised base model was compared to a two factor model where items for adaptation and coaching were loaded on one factor while the items for fusion were loaded on one factor ( $\chi^2=155$ ,  $df=43$ ,  $p<0.001$ ,  $RMSEA=0.146$ ,  $CFI=0.812$ ,  $TLI=0.760$ ), a two factor model where items for adaptation were loaded on one factor while the items for coaching and fusion were loaded on one factor ( $\chi^2=96$ ,  $df=43$ ,  $p<0.001$ ,  $RMSEA=0.101$ ,  $CFI=0.910$ ,  $TLI=0.885$ ), a two factor model where items for adaptation and fusion were loaded on one factor ( $\chi^2=148$ ,  $df=43$ ,  $p<0.001$ ,  $RMSEA=0.142$ ,  $CFI=0.823$ ,  $TLI=0.773$ ) while the items for coaching were loaded on one factor as well as a model where all the items were loaded on a single factor. ( $\chi^2=200$ ,  $df=44$ ,  $p<0.001$ ,  $RMSEA=0.171$ ,  $CFI=0.738$ ,  $TLI=0.672$ ). In sum, each of the above-mentioned models were significantly worse-fitting than the hypothesized base model. The N:Q ratio of the accepted CFA for the cultural strategies was 4.88:1, meeting the threshold set by Song and Lee (2004) and approaching the threshold set by Bentler and Chou (1987). In the main study alpha reliability for adaptation was 0.69, coaching was 0.90 and fusion was 0.82.

**Individuated Strategies.** The scales used for both interpersonal sensitivity and helping in the main sample were the same as those originally used in the pilot study. More specifically, *interpersonal sensitivity* was measured by a five-item scale developed by Niehoff & Moorman (1993). Similar scales have been used by Leung and colleagues (2001) as well as Chen and colleagues (Chen et al., 2002; Chen et al., 2011). In past research reliability alpha ( $\alpha$ ) has ranged from 0.93 to 0.94. *Helping* was measured by

four items taken from a scale originally developed by Settoon and Mossholder (2002). A similar item set was used by Van Der Vegt and colleagues (2006). Previous research reports reliability alpha ( $\alpha$ ) for this scale as ranging from 0.89 to 0.95. To limit the length of Japanese PCN expatriate survey, the items used to measure *out-of-work interaction* for the main sample differed slightly from those used in the pilot study. More specifically, as both pertained to passive participation in an out-of-work interaction, “attends general cultural events with you (e.g. festivals, expositions)” was merged with “watches entertainment with you (e.g. sports, theatre)”. The item “participates in pastimes or hobbies with you” was also omitted from the main sample. In the main study alpha reliability for out-of-work interaction was 0.89.

I confirmed the discriminant validity for the individuated strategies using confirmatory factor analysis (CFA). Standardized loadings of the items used to measure each of these individuated strategies in the main sample as well as a comparison of the items used to measure out-of-work interaction (main sample) and out-of-school interaction (pilot study) can be seen in Table 3.7. As can be seen in Table 3.8, the base model fit the data very well ( $\chi^2=156$ ,  $df=73$ ,  $p<0.001$ , RMSEA=0.061, CFI=0.976, TLI=0.969) and much better than models in which the items were loaded on other combinations of factors. More specifically, this base model was compared to a two factor model where items for interpersonal sensitivity and helping were loaded on a single factor ( $\chi^2=575$ ,  $df=75$ ,  $p<0.001$ , RMSEA=0.147, CFI=0.854, TLI=0.823), a two factor model where items for interpersonal sensitivity were loaded on one factor while items for helping and out-of-work interaction were loaded on one factor ( $\chi^2=792$ ,  $df=75$ ,  $p<0.001$ ,



RMSEA=0.177, CFI=0.791, TLI=0.746), a two factor model where items for interpersonal sensitivity and out-of-work interaction were loaded on one factor while items for helping were loaded on another factor ( $\chi^2=755$ ,  $df=75$ ,  $p<0.001$ , RMSEA=0.172, CFI=0.802, TLI=0.759) and a two factor model where all items were loaded on to a single factor ( $\chi^2=1203$ ,  $df=76$ ,  $p<0.001$ , RMSEA=0.22, CFI=0.672, TLI=0.607). In sum, each of the above-mentioned models were significantly worse-fitting than the hypothesized model. The N:Q ratio of the CFA conducted on the individuated strategies is 9.59:1.

My theoretical model conceptualized the PCN expatriate individuated strategies on the lower level of analysis, suggested that each is customized to a particular local. I calculated the aggregation statistics to confirm this conceptualization (see Table 3.19). The aggregation statistics include ICC1 (the proportion of variance of cluster/group variability) and its significance level, ICC2 (the extent to which the differences across clusters/groups can be reliably differentiated) as well as Rwg(j) (the extent to which raters within a given cluster provide ratings that are interchangeable). Although no absolute standard thresholds exists, as a practical threshold for aggregating to the group level, Bliese (2000) suggests that ICC1 values should be significantly different from 0 and offers 0.20. For ICC2, the threshold in typical circumstances should be around 0.6 or greater (Glick, 1985; Leung et al., 2011; Tse et al., 2008). Finally, the inter-member agreement ( $r_{wg(j)}$ ) threshold is typically 0.7 (James et al., 1984). The aggregation statistics for interpersonal sensitivity were ICC1=0.31, ICC2=0.48,  $p<0.001$  and median  $r_{wg(j)}$ =0.96, for helping were ICC1=0.30, ICC2=0.47,  $p<0.001$ , median  $r_{wg(j)}$ =0.79 and for

out-of-work interaction were  $ICC1=0.11$ ,  $ICC2=0.47$ ,  $p>0.1$ , median  $r_{wg(j)}=0.57$ . Across all three variables, the aggregation statistics suggest mixed results. More specifically, for interpersonal sensitivity and helping  $ICC1$  and median  $r_{wg(j)}$  statistics meet the thresholds for aggregation but  $ICC2$  did not. Bliese (2000) points out that when average group size is extremely low (as in the present case),  $ICC2$  values lower than the sought threshold can be expected and have been accepted to substantiate aggregation (Kirkman et al., 2009). As such, in order to isolate the PCN expatriate-local dyadic (lower level) effect, two “versions” of PCN expatriate interpersonal sensitivity and helping are required. More specifically, the between-group effect would be captured via the group mean while the dyadic effect would be captured via a group-mean centered version of these variables (Enders & Tofghi, 2007; Hofmann & Gavin, 1998).

In the case of out-of-work interaction, none of the aggregation statistics met their respective thresholds. As such, the bulk of the variance for out-of-work interaction is on the lower level, suggesting that the inclusion of a group mean for out-of-work interaction is not required to capture the dyadic (PCN expatriate-local) effect. A summary of all the relevant aggregation statistics, including those for the individuated strategies can be seen in Table 3.20.

**Trust and Trustworthiness.** Each characteristic of *trustworthiness* was measured with scales provided by Mayer and Davis (1999). Work *ability*, *benevolence* and *integrity* were measured with 5 items, 4 items and 5 items (respectively). Reliability alphas ( $\alpha$ ) for each full scale has been reported as ranging from 0.85 to 0.88 for ability, from 0.87 to 0.89 for benevolence and 0.82 to 0.88 for integrity. In this study, the

reliability alpha ( $\alpha$ ) for ability was 0.96, benevolence was 0.89 and for integrity was 0.93. Many scales which measure *trust* have suffered from inconsistent reliability (Schoorman et al., 2007). As such, due to its strong psychometric properties, I chose a scale developed by Gillespie (2003) to measure trust as a willingness to accept vulnerability in a partner relying on the partner's skillful and knowledgeable action. In past research, reliability alpha ( $\alpha$ ) for this scale has ranged from 0.90 (Lau & Lam, 2008) to 0.92 (Gillespie, 2003). In the current study, reliability alpha ( $\alpha$ ) for trust in the cross-level analysis (on the lower level) was 0.95.

I confirmed the discriminant validity of trust and trustworthiness using confirmatory factor analysis (CFA). Standardized loadings and the exact wording of the items can be seen in Table 3.9. As can be seen in Table 3.10, the base 4 factor model fit the data well ( $\chi^2=384$ ,  $df=144$ ,  $p<0.001$ ,  $RMSEA=0.072$ ,  $CFI=0.967$ ,  $TLI=0.960$ ) and much better than models with other combinations of factors. More specifically, Model 2 was a 3 factor model where items for ability and benevolence were loaded on one factor while items for integrity as well as trust were each loaded on one factor ( $\chi^2=1212$ ,  $df=147$ ,  $p<0.001$ ,  $RMSEA=0.149$ ,  $CFI=0.853$ ,  $TLI=0.828$ ). Model 3 was a 3 factor model where items for ability and benevolence were loaded on one factor while items for integrity and trust were each loaded on one factor ( $\chi^2=874$ ,  $df=147$ ,  $p<0.001$ ,  $RMSEA=0.123$ ,  $CFI=0.899$ ,  $TLI=0.883$ ). Model 4 is a 3 factor model where items for benevolence and integrity were loaded on one factor while items for ability and trust were each loaded on one factor ( $\chi^2=977$ ,  $df=147$ ,  $p<0.001$ ,  $RMSEA=0.0.132$ ,  $CFI=0.885$ ,  $TLI=0.866$ ). Finally, Model 5 loads all items on to a single factor ( $\chi^2=1710$ ,  $df=150$ ,  $p<0.001$ ,  $RMSEA=0.0179$ ,

CFI=0.0.784, TLI=0.754). In sum, each of the above-mentioned models were significantly worse-fitting than the hypothesized model, presenting adequate support for the conceptual distinction between the four factors. The N:Q ratio of the accepted CFA is 7.09:1.

I calculated the aggregation statistics to verify my conceptualization of trustworthiness on the lower (local) level. The aggregation statistics for ability-trustworthiness were ICC1=0.53, ICC2=0.7,  $p < 0.001$  and median  $r_{wg(j)} = 0.98$ , for benevolence-trustworthiness ICC1=0.31, ICC2=0.48,  $p < 0.001$ , median  $r_{wg(j)} = 0.48$  and for integrity-trustworthiness were ICC1=0.38, ICC2=0.38,  $p > 0.001$ , median  $r_{wg(j)} = 0.97$ . The aggregation statistics suggest that much of the variance for each facet of trustworthiness was on the group level (expatriate-specific). Again, to isolate the dyadic (lower level) effects, inclusion of the group means for ability-trustworthiness, benevolence-trustworthiness and integrity-trustworthiness are required (Enders & Tofighi, 2007; Hofmann & Gavin, 1998).

Trust is unique in this analysis as two of its variants are main variables. The aggregation statistics for Trust were ICC1=0.46, ICC2=0.64,  $p < 0.001$  and median  $r_{wg(j)} = 0.96$ . As such, there is evidence to suggest that much of the variance for local Trust in a PCN expatriate is expatriate-specific. Regardless, the cross-group (cross-expatriate) effect of Trust can be captured by including a group mean in the analysis while the dyadic (lower level) effect can be captured by also including a group-mean centered version (Enders & Tofighi, 2007; Hofmann & Gavin, 1998). A summary of all the

relevant aggregation statistics, including those for the facets of trustworthiness can be seen in Table 3.19.

**Moderators and Local Future Interaction Intention.** A CFA analysis was conducted on the remaining variables measured on the lower level of model. I included local future interaction intention (LFII) with the moderators as its measurement on the “dyadic” level preclude its inclusion in the CFA of expatriate adjustment (presented next) while the limited sample size made its inclusion in a CFA with trustworthiness and trust less of inadequate power.

I measured a local’s *essentialist theory of race* (ETR) with 3 items from No and Hong (No & Hong, 2005). The complete 4-item scale has previously been reported as having an alpha reliability of 0.88 (Chao et al., 2007: Study 1 and 2). Reliability alpha ( $\alpha$ ) in this study for a local’s ETR was 0.79. The *need-to-belong* (NTB) was measured by five items from a scale developed by Leary and colleagues (Leary, 2001; Schreindorfer & Leary, 1996). Alpha ( $\alpha$ ) reliability for the entire 10-item scale has ranged from 0.78 to 0.83 (Carvallo & Pelham, 2006; Mellor et al., 2008; Pickett et al., 2004). In the main study, Cronbach ( $\alpha$ ) alpha for a local’s NTB was 0.8. American *local future interaction intention* (LFII) with a given Japanese PCN expatriate was measured by four items from the work of Chen and colleagues (2003; 2009). The alpha ( $\alpha$ ) reliability for the scale has ranged from 0.73 to 0.77 (2003; 2009).

The standardized loadings of each of the items in a CFA can be seen in Table 3.11. The fit statistics of the base model were more adequate ( $\chi^2=112$ ,  $df=50$ ,  $p<0.01$ , RMSEA=0.061, CFI=0.974, TLI=0.966) while the hypothesised CFA model performed

better than any comparable model (Table 3.12). More specifically, Model 2 was a two-factor model where I loaded NTB and ETR on one factor and LFII on another ( $\chi^2=442$ ,  $df=52$ ,  $p<0.01$ ,  $RMSEA=0.150$ ,  $CFI=0.840$ ,  $TLI=0.797$ ). Model 3 was a two-factor model where I loaded NTB and LFII on one factor and ETR on another ( $\chi^2=515$ ,  $df=52$ ,  $p<0.01$ ,  $RMSEA=0.163$ ,  $CFI=0.810$ ,  $TLI=0.759$ ). Model 4 was a two-factor model where I loaded NTB on one factor and ETR and LFII on another factor ( $\chi^2=1523$ ,  $df=52$ ,  $p<0.01$ ,  $RMSEA=0.291$ ,  $CFI=0.397$ ,  $TLI=0.235$ ). Finally, in Model 5, all the items were loaded on a single factor ( $\chi^2=845$ ,  $df=53$ ,  $p<0.01$ ,  $RMSEA=0.212$ ,  $CFI=0.675$ ,  $TLI=0.595$ ). The N:Q ratio of the accepted CFA was 11.93:1.

Given that I conceptualized LFII on the group level, I calculated the aggregation statistics for LFII. The aggregation statistics for LFII were  $ICC1=0.28$ ,  $ICC2=0.45$ ,  $p<0.01$  and median  $r_{wg(j)}=0.95$ . Though the  $ICC2$  value did not meet the standard threshold of aggregation (0.7), the other three statistics indicated that aggregation is appropriate. As previously suggested, low  $ICC2$  values are likely due to very limited average group sizes. As such, LFII was aggregated on to the group level<sup>4</sup>. Again, the aggregation statistics for local future interaction intention and the other relevant aggregation statistics can be seen in Table 3.19.

**Expatriate Adjustment (Work and Social).** Upon close review of commonly used scales to measure expatriate work and social adjustment (Black, 1988; Black & Stephens, 1989), it was noticed that one item measuring work adjustment was “double-barrelled”.

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<sup>4</sup> Since the aggregation statistics support my group-level conceptualization of LFII and the hypotheses never include LFII in a model with a lower-level dependent variable, its lower-level (dyadic) “version” will neither be discussed nor included in any analysis.

A doubled-barrelled item is an item on a survey whereby a coordinate conjunction is used within the item to include two concepts in a single item. Basic principles of survey design suggest an avoidance of such items (Bajpai, 2011: 79). Therefore, this “double-barrelled” item was separated into two items. Further, the original scale measuring social adjustment did not clearly differentiate comfort of interacting with locals in a non-work context from a work context. Removing a clear redundancy yet using this pre-established scale, a slightly altered version of the scale was used to measure social adjustment of expatriates in non-work contexts. A comparison of the wording of the original scales to the wording used in this research as well as the standardized factor loadings of the base CFA model can be seen in Table 3.13. As can be seen in Table 3.14, the base model performed quite well ( $\chi^2=16$ ,  $df=13$ ,  $p>0.1$ ,  $RMSEA=0.049$ ,  $CFI=0.991$ ,  $TLI=0.986$ ) compared to a model where the items for both types of adjustment were loaded on a single factor ( $\chi^2=188$ ,  $df=14$ ,  $p<0.01$ ,  $RMSEA=0.318$ ,  $CFI=0.607$ ,  $TLI=0.0411$ ).

**Controls.** As seen in Table 3.19, the aggregation statistics for the single item measuring PCN expatriate English ability ( $ICC1=0.42$ ,  $ICC2=0.64$ ,  $p<0.001$ , median  $r_{wg}=0.75$ ) suggested that PCN expatriate English ability should be controlled on the group level. As such, in the cross-level analysis I controlled PCN expatriate English ability, the length of time a PCN expatriate had completed of his posting and any prior visit to the USA on the group level. In addition to these variables, in the cross-level analysis I also controlled rank differential (with two binary variables), local sex and if a local colleague had ever visited Japan. In the cross-level analysis, company differences were also controlled on a third level (higher than the group level). Since 100% of the Japanese

PCN expatriates were male, this variable was omitted. A note to relevant tables indicates the coding scheme for the controls.

### **Analytical Approach**

I separated the main statistical analysis into two components. The first component of the analysis (on the group level) tested if locals' trust mediated the relationship between the cultural strategies and PCN expatriate effectiveness. I tested the group level hypotheses using PATH analysis using version 0.5.16 of the Lavaan program for R (Rosseel, 2012). "Full" SEM was not used as aggregation prevents all the variables on the group level to be included in the same measurement model (i.e. locals' trust and LFII). The analysis on the group level began with the hypothesized model. I used a series of sequential chi-square ( $\chi^2$ ) differences tests to isolate the best-fitting model. This "optimized" model included paths from the saturated model that improved model fit while it also omitted paths in the hypothesized mode which reduced model fit. Each of these inclusions and omissions were done in accordance to my theory relevant to testing the meditational paths of interest. Using the using confidence method, the best-fitting model was then used to determine the significance of any indirect effects. When attempts were made to include binary control variables in the model to capture any significant differences between companies, the model would not converge. As such, these control variables were omitted. The variables incorporated in the group-level analysis include: PCN expatriate cultural adaptation, PCN expatriate cultural coaching, PCN expatriate cultural fusion, the locals' trust in the PCN expatriate, PCN expatriate work adjustment,



PCN expatriate social adjustment and the local future interaction intention with the PCN expatriate.

The second component of the analysis included cross-level and dyadic mediation as well as cross-level and dyadic moderation. PCN expatriate cultural strategies (cross-level), PCN expatriate individuated strategies, local's assessments of PCN expatriate trustworthiness and a local's trust in a PCN expatriate were included in analysis of mediation. PCN expatriate cultural strategies (cross-level), PCN expatriate individuated strategies, a local's receptivity to the strategies (essentialist theory of race and a need-to-belong) and a local's assessments of PCN expatriate trustworthiness were included in the analysis of moderation. Since each set of participants in this second component of the analysis has one Japanese PCN expatriate and more than one American local colleague, the data are nested. To account for this non-independence, I used random coefficient modeling (a.k.a. HLM (Bliese, 2002) with version 3.1.117 of the Nonlinear and Linear Mixed Effects (NLME) program for S-PLUS and R (Pinheiro & Bates, 2000) to test hypotheses relevant to the second analytical component. Despite very small group sizes, I used maximum likelihood (ML) in estimating the models so that cross-model comparison could be conducted (Singer & Willett, 2003).

In the second component of the analysis, all variables except PCN expatriate interpersonal sensitivity and helping were grand-mean centered. Grand mean centering "nets" the effect of each variable from any other grand-mean centered variable (regardless of level). Thus, grand mean centering isolates the unique effect that a particular variable has on the DV, beyond the effects of the other variables in the model

(Enders & Tofighi, 2007; Hofmann & Gavin, 1998). Since the aggregation statistics of PCN expatriate interpersonal sensitivity and helping demonstrated that much of the variance for these variables was on the group level, I group-mean centered these variables to isolate their within group effect. A group-mean centered variable has a correlation with all group level variables of 0 (Enders & Tofighi, 2007). To account for the between group variance of both PCN expatriate interpersonal sensitivity and helping, grand-mean centered group means were included in the RCM prior to drawing any conclusions. The separation of within and between group variance for PCN expatriate interpersonal sensitivity and helping accentuates the lower level (dyadic) effect, an approach consistent with my hypotheses.

I tested the hypothesized mediations with not only the steps approach (Baron & Kenny, 1986; Mathieu & Taylor, 2007) but also with the construction of confidence intervals. The MTest and Sobel (delta) method were used to create confidence intervals when appropriate. Prior to testing the hypothesized moderations, I included an interaction between the independent variable of interest and the group-mean of the lower level moderator. This inclusion helps isolate the interaction of interest (Enders & Tofighi, 2007; Hofmann & Gavin, 1998; Hofmann et al., 2003). To make the tests of mediation manageable, the moderators were omitted. Further, since the power to detect moderations in a RCM is extremely low (LaHuis & Ferguson, 2009), the moderations were tested in isolation. Even though effect sizes in RCM are known not to be robust (Snijders & Bosker, 1999), I report the pseudo- $R^2$  ( $\sim R^2$ ) for each model.

## CHAPTER 5: RESULTS

### Correlations and General Statistics

In corresponding to my dual component approach to the analysis, I present one correlation matrix with the variables pertinent to the group level component (Table 3.15) and another matrix with the variables pertinent to the cross-level component (Table 3.20). Though this separation leads to some redundancy, it simplifies the separation of the two analytical components of this dissertation. In other words, I cluster the variables relevant to each analytical component for ease of interpretation.

**Correlations and General Statistics for the Group Level Analysis.** The correlation matrix, standard deviations (s.d.) and means of the main variables in the group level component of the analysis can be seen in Table 3.15. Of the bi-variate correlations between the cultural strategies and locals' trust, only the correlation with PCN expatriate cultural coaching was significant, though in an opposite direction than expected. (adaptation:  $r=-0.05$ , n.s.; coaching:  $r=-0.39$ ,  $p<0.001$ ; fusion:  $r=-0.2$ , n.s.). Locals' trust had a non-significant correlation with PCN expatriate work adjustment ( $r=0.06$ , n.s.), a non-significant correlation with PCN expatriate social adjustment ( $r=0.11$ , n.s.) and a significant correlation with local future interaction intention ( $r=0.86$ ,  $p<0.001$ ).

PCN expatriate cultural adaptation had a significant correlation with PCN expatriate work adjustment ( $r=0.36$ ,  $p<0.01$ ), a moderately significant correlation with PCN expatriate social adjustment ( $r=0.22$ ,  $p<0.1$ ) and a non-significant correlation with local future interaction intention ( $r=0.06$ , n.s.). PCN expatriate cultural coaching had a non-significant correlation with PCN expatriate work adjustment ( $r=0.18$ , n.s.), a significant

correlation with PCN expatriate social adjustment ( $r=0.3$ ,  $p<0.05$ ) and a significant correlation with local future interaction intention ( $r=-0.41$ ,  $p<0.001$ ). The association between PCN expatriate cultural coaching and local future interaction intention was in the opposite direction than was expected. PCN expatriate cultural fusion had a non-significant correlation with PCN expatriate work adjustment ( $r=0.15$ , n.s.), a significant correlation with PCN expatriate social adjustment ( $r=0.32$ ,  $p<0.01$ ) and a moderately significant correlation with local future interaction intention ( $r=-0.22$ ,  $p<0.1$ ). The association between PCN expatriate cultural fusion and local future interaction intention was in the opposite direction than was expected.

It was also interesting to note that the bi-variate correlation between cultural adaptation and fusion was not significant ( $r=0.14$ , n.s.) while the bi-variate correlation between cultural coaching and fusion was very significant ( $r=0.62$ ,  $p<0.001$ ).

### **Correlations and General Statistics for the Cross-Level and Dyadic Analysis.**

The correlation matrix, standard deviations (s.d.) and means of the main variables in the cross-level and dyadic component of the analysis can be seen in Table 3.20. PCN expatriate cultural adaptation had a non-significant correlation with ability-trustworthiness ( $r=0.05$ , n.s.), a non-significant correlation with benevolence-trustworthiness ( $r=0.10$ , n.s.) and a moderately significant correlation with integrity-trustworthiness ( $r=0.14$ ,  $p<0.1$ ). PCN expatriate cultural coaching had a significant correlation with ability-trustworthiness ( $r=-0.33$ ,  $p<0.001$ .) and significant correlation with benevolence-trustworthiness ( $r=-0.21$ ,  $p<0.01$ ), though each in the opposite direction

than was expected. PCN expatriate cultural fusion was also negatively correlated with PCN ability-trustworthiness ( $r=-0.21$ ,  $p<0.01$ ), a direction that was also unexpected.

Group-mean centred PCN expatriate interpersonal sensitivity was significantly associated with trustworthiness-benevolence ( $r=0.39$ ,  $p<0.001$ ) and trustworthiness-integrity ( $r=0.36$ ,  $p<0.001$ ). Group-mean centered PCN expatriate helping was also significantly correlated with all three facets of trustworthiness (ability:  $r=0.18$ ,  $p<0.05$ ; benevolence:  $r=0.34$ ,  $p<0.001$ ; integrity:  $r=0.2$ ,  $p<0.01$ ). It is worth noting that the bi-variate relationship between the group-mean centered version of PCN expatriate interpersonal sensitivity and PCN expatriate helping and the relevant facets of trustworthiness does not capture the effects of interest. That is, the effect of interest regarding PCN expatriate interpersonal sensitivity and helping can only be isolated when group means are partialled from the group-mean centered variables. Further, the correlations between the group-mean centered PCN expatriate interpersonal sensitivity and helping with group-level variables are expected to be zero, as all between group variance has been extracted through group-mean centering. Next, PCN expatriate out-of-work interaction had a significant correlation with benevolence-trustworthiness ( $r=0.43$ ,  $p<0.001$ ) and a significant correlation with trustworthiness-integrity ( $r=0.36$ ,  $p<0.001$ ).

As expected, each of the facet of trustworthiness was significantly correlated with a local's trust in the PCN expatriate (ability:  $r=0.88$ ,  $p<0.001$ ; benevolence:  $r=0.70$ ,  $p<0.001$ ; integrity:  $r=0.75$ ,  $p<0.001$ ). Though significant correlations between a potential mediator and a dependent variable would normally be seen as a strong foundation for testing mediation, the magnitude of the correlations ( $r\geq 0.70$ ) may suggest a potential

problem in teasing apart the relevant indirect effects of the different facets of trustworthiness on a local's trust.

The bi-variate correlation between PCN expatriate cultural adaptation and local's trust was significant ( $r=-0.03$ , n.s.) while the bi-variate correlations between PCN expatriate cultural coaching ( $r=-0.33$ ,  $p<0.001$ ) as well as PCN expatriate cultural fusion ( $r=-0.17$ ,  $p<0.05$ ) and local's trust were significant, though in the opposite direction that was expected. As a note, the bi-variate correlations between the cultural strategies and trust (as well as the alpha reliabilities) are slightly different than those presented in the group level correlation table (Table 3.15) as locals' trust is a group mean with a sample size of 71 while local's trust is a "raw" score assigned down to the "dyadic" level with a sample size of 174 (Table 3.20). The bi-variate correlation between local's trust and both group-mean centered individuated strategies was also significant (interpersonal sensitivity:  $r=0.3114$ ,  $p<0.001$ ; helping:  $r=0.21$ ,  $p>0.01$ ) while the bi-variate correlation between local's trust and out-of-work interaction was also significant ( $r=0.35$ ,  $p<0.001$ ).

Other bi-variate correlations of note include the significant correlation between PCN expatriate cultural adaptation and out-of-work interaction ( $r=0.21$ ,  $p<0.01$ ) as well as the significant bi-variate correlation between the group mean of PCN expatriate interpersonal sensitivity and all of the other variables (except the group mean centered variables).

### **Testing the Hypotheses**

**Group Level Mediation: Expatriate Cultural Strategies, Local's Trust and Expatriate Effectiveness.** Hypothesis on the group level were tested using Path

analysis, having three different measurements for capturing PCN expatriate effectiveness. Hypothesis 1 stated that locals' trust will partially mediate the positive association between expatriate cultural adaptation and expatriate effectiveness. Hypothesis 2 stated that locals' trust will partially mediate the positive association between expatriate cultural coaching and expatriate effectiveness. Hypothesis 3 suggested that locals' trust will partially mediate the positive association between expatriate cultural fusion and expatriate effectiveness. Since past research has found that expatriate task and social adjustment are significantly correlated (Shaffer et al., 2006), I included the appropriate covariance in the hypothesized model. I also included the appropriate covariance to account for the theoretical argument suggesting a link between PCN expatriate cultural adaptation and PCN expatriate cultural fusion. By combining Hypothesis 1 to 3 as well as these two covariances, the resulting fitted model and its standardized coefficients can be seen in Figure 1.5. The fit of this model was poor ( $\chi^2=67.460$ ,  $df=13$ ,  $p<0.001$ ,  $RMSEA=0.243$ ,  $CFI=0.673$ ,  $TLI=0.472$ ,  $BIC=1203.013$ ). A series of sequential chi-square ( $\chi^2$ ) differences tests of nested models (from the saturated model) were used to isolate an optimally-fitting model (Anderson & Gerbing, 1988). In this sequential process I verified if the paths which were hypothesized to be constrained to 0 (omitted) should be included into the model. If the modification index of a (direct) path (from a cultural strategy to a measure of PCN expatriate effectiveness) would significantly improve model fit, it was included. Next, in a sequential process, each path in the hypothesized model was removed (constrained to 0) if it was not significant. The model resulting from this "optimization" process and its standardized coefficients can be seen in

Figure 3.18. The fit of this optimized model was reasonable (Kline, 2005) ( $\chi^2 = 18.034$ ,  $df=13$ ,  $p>0.1$ ,  $RMSEA=0.074$ ,  $CFI=0.970$ ,  $TLI=0.951$ ,  $BIC=1153.587$ ). Since the optimized model and hypothesized model are not nested, traditional chi-square ( $\chi^2$ ) difference test cannot be used to compare models. To further demonstrate the superiority of the optimized model, the Bayesian Information Criterion (BIC) of each model was compared (Hancock & Samuelsen, 2008)<sup>5</sup>. The BIC of the optimized model was lower than the BIC of the hypothesized model by 49.426. Therefore, the optimized model fits the data to a greater extent than the hypothesized model (Hoyle, 2012). As such, I used the optimized model to test the group-level mediation hypotheses (1 to 3). Given that the paths from PCN expatriate cultural adaptation and cultural fusion to PCN expatriate effectiveness were omitted (not significant), hypothesis 1 and 3 are not supported.

I used the case-based (non-parametric) bootstrap method to generate 95% confidence intervals to test for the existence of the possible indirect effects (Hayes, 2013). More specifically, by “re-sampling” the data with replacement (generating bootstrap samples) a large number of times (5000 in this case) the bootstrapping sampling method accounts for non-normality of the sampling distribution. Coefficients from each bootstrap sample are then used to create a confidence interval (Warner, 2013). If the confidence interval does not contain 0, there is evidence suggesting that the indirect effect at issue should not be rejected (Hayes, 2013).

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<sup>5</sup> Though the Sample-Size Adjusted BIC (SABIC/BIC2) is normally considered more appropriate than the BIC, the adjustment for sample size made in the SABIC need not be performed when the number of variables does not vary across the non-nested models being compared (Hancock & Samuelsen, 2008).



Creating a confidence interval from an ascending rank-order of these results generates what is called a percentile confidence interval. This bootstrap sampling distribution can be further adjusted to create a bias-corrected and accelerated (BCa) confidence interval. Though the use of BCa has gained in popularity in the last few years, Fritz and colleagues (Fritz et al., 2012) have shown that this adjustment creates a confidence interval that may be too liberal. As such, Hayes and Scharkow (2013) suggest that the BCa be used when power is a concern while the percentile confidence interval should be used when type 1 error (rejecting a null effect) is the focus. To determine the adequacy of power in the Path analysis, I once again rely on the N:Q ratio. The N:Q ratio for the optimized model is 4.73:1, meeting the minimum threshold advocated by Lee and Song (2004) (4:1) but not quite the threshold suggested by Bentler and Chou (1987) (5:1). As the N:Q ratio for this study is close to the boundary of acceptability, I present both types of confidence intervals for the sake of comparison.

As can be seen in Table 3.19, both the percentile and BCa 95% confidence intervals provide similar findings. More specifically, there is no support for an indirect effect between PCN expatriate cultural coaching on PCN expatriate social adjustment through locals' trust while there is support for an indirect effect of cultural coaching on LFII through locals' trust (though in the opposite direction than was hypothesized). As such, Hypothesis 2 was also not supported. In sum, Hypothesis 1, 2 and 3 were not supported.

#### **Cross-level Mediation: Cultural Strategies, Trustworthiness and Local's Trust.**

The first test conducted in a cross-level analysis is to demonstrate sufficient cross-group variability in each variable that is to be predicted on the lower level (Bryk &

Raudenbush, 1992). In my specific case, each facet of trustworthiness and local trust qualify, as they are lower level variables hypothesized to be predicted by variables on a higher level. This process is done by comparing a null model (without other variables) that does not allow cross-group variability to a model that does. If the model allowing for cross-group variability is significantly better than the model which does not allow for cross-group variability, the dependent variable under consideration has sufficient cross-group variability to be considered as an outcome in RCM. To do this, a generalized least squares model is compared to a RCM model with a random intercept term (representing variability in the group mean for the variable of interest). An ANOVA is performed to test significant cross-group differences. As can be seen in Table 3.21, comparisons for each facet of trustworthiness and trust demonstrated sufficient cross-group differences. Thus, it is appropriate to predict each in an RCM model.

According to the “steps” approach (Baron & Kenny, 1986; Mathieu & Taylor, 2007), an independent variable must be significantly associated with the mediator, the mediator must be significantly associated with the dependent variable (controlling for the independent variable), the independent variable must be significantly associated with the outcome (prior to the inclusion of the mediator) and the association between the independent variable and the dependent variable must be significantly reduced upon the inclusion of the mediator. The non-significant associations between the cultural strategies and ability-trustworthiness can be seen in Model 6 Table 3.24 (adaptation:  $\beta = -0.06$ , n.s.; coaching:  $\beta = -0.02$ , n.s.; fusion:  $\beta = -0.09$ ,  $p < 0.1$ ). These non-significant findings precludes support for hypotheses 4A, 5A and 6. The non-significant

associations between PCN expatriate cultural adaptation as well as coaching and benevolence-trustworthiness can be seen in Model 6 Table 3.27 (adaptation:  $\beta=-0.04$ , n.s.; coaching:  $\beta=-0.08$ , n.s.). These non-significant findings precludes support for hypotheses 4B and 5B. The non-significant association between PCN expatriate cultural adaptation and integrity-trustworthiness can be seen in Model 6 Table 3.29 (adaptation:  $\beta=-0.01$ , n.s.). This non-significant finding precludes support for hypotheses 4C. Though the first step in the steps approach failed for each cultural strategy a summary of each of the steps and the creation of 95% confidence intervals can be seen in the top section of Table 3.22. As zero is not within the confidence interval, the confidence interval approach confirms the non-significant findings of the steps approach.

#### **Dyadic Mediation: Individuated Strategies, Trustworthiness and Local's Trust.**

The same process was adopted for testing the mediational effects regarding the individuated strategies. The non-significant association between PCN expatriate group centered helping and trustworthiness-ability can be seen in Model 6 of Table 3.24 ( $\beta=0.07$ , n.s.). Since, the first step in the steps approach failed, hypothesis 8A was not supported.

The significant associations between the three individuated strategies and benevolence-trustworthiness can be seen in Model 6 of Table 3.27 (group centered interpersonal sensitivity:  $\beta=0.34$ ,  $p<0.001$ , group-centered helping:  $\beta=0.14$ ,  $p<0.01$  out-of-work:  $\beta=0.09$ ,  $p<0.05$ ). Thus, “step 1” for the individuated strategy-benevolence-trust mediation was successful. The association between the individuated strategies and integrity-trustworthiness can be seen in Model 6 Table 3.29 (group centered interpersonal

sensitivity:  $\beta=0.23$ ,  $p<0.01$ , group-centered helping:  $\beta=0$ , n.s. out-of-work:  $\beta=0.22$ ,  $p<0.001$ ). Thus, the results support the first step for both the group centered interpersonal sensitivity-integrity-trust and the out-of-work-integrity-trust mediations. Prior to the inclusion of any strategy, Model 6 of Table 3.23 demonstrates that integrity-trustworthiness was the only facet of trustworthiness which did not significantly predict local's trust (ability:  $\beta=0.75$ ,  $p<0.001$ ; benevolence:  $\beta=0.2$ ,  $p<0.001$ ; integrity:  $\beta=0.11$ , n.s.). This non-significant finding precludes support for hypotheses 7B, 8C and 9B. Since prior to the inclusion of trustworthiness, Model 5 of Table 3.23 demonstrates that the direct effect from the group centered version of PCN expatriate interpersonal sensitivity ( $\beta=0.56$ ,  $p<0.001$ ) and the group centered version of PCN expatriate helping ( $\beta=0.14$ ,  $p<0.05$ ) significantly predicted local's trust while out-of-work interaction did not ( $\beta=0.04$ , n.s.). These findings preclude support for hypothesis 9A. Finally, after the three facets of trustworthiness were entered, the significance of group centered PCN expatriate interpersonal sensitivity ( $\beta=0.06$ , n.s.) and group centered PCN expatriate helping ( $\beta=0.02$ , n.s.) were reduced to non-significant levels. As such, hypothesis 7A and 8B were supported. I confirmed each of these findings with 95% confidence intervals created by both the MTest and the Sobel Test (Table 3.22). Since 0 did not fall in the upper and lower bound of these confidence intervals, support was again found for these two hypotheses.

#### **Cross-level Moderation: Cultural Strategies, ETR and a Local's Trust ETR.**

Hypothesis 10, and 11 pertain to the cross-level moderation effect of a local's ETR. To conserve power I tested each interaction in isolation. Hypothesis 10 suggested that a

local's ETR will weaken the positive association between expatriate cultural adaptation and a local's assessment of integrity-trustworthiness. Model 2 of Table 3.30A demonstrates that neither PCN expatriate cultural adaptation ( $\gamma=-0.01$ , n.s.) nor a local's ETR ( $\beta=-0.04$ , n.s.) significantly predict PCN expatriate integrity-trustworthiness. Model 3 of Table 3.30A also demonstrates that the cross-level interaction term is not significant ( $\beta=-0.01$ , n.s.). As such, Hypothesis 10 is not supported. Hypothesis 11 argued that ETR would weaken the positive association between cultural coaching and a local's assessment of PCN expatriate benevolence-trustworthiness. Model 2 of Table 3.28A demonstrates that the direct effect of neither PCN expatriate cultural coaching ( $\gamma=-0.08$ , n.s.) nor local ETR ( $\beta=-0.01$ , n.s.) significantly predicts PCN expatriate benevolence-trustworthiness. Further, Model 3 of Table 3.28A demonstrates that the interaction term is also not significant ( $\beta=-0.02$ , n.s.). As such, Hypothesis 11 is not supported.

#### **Dyadic Moderation: Individuated Strategies, NTB and a Local's Trust.**

Hypothesis 12A and 12B suggested that a local's NTB would strengthen the positive association between PCN expatriate interpersonal sensitivity and benevolence-trustworthiness as well as integrity- trustworthiness (respectively). Model 2 of Table 3.28B demonstrates that neither (group-centered) PCN expatriate interpersonal sensitivity ( $\beta=0.33$ ,  $p<0.001$ ) nor a local's NTB ( $\beta=0.08$ , n.s.) significantly predicts a local's assessment of PCN expatriate benevolence-trustworthiness. Model 4 of Table 3.28B demonstrates that the cross-level interaction term of these two variables is also not significant ( $\beta=-0.17$ , n.s.). As such, Hypothesis 12A is not supported. Model 2 of Table 3.30B demonstrates that PCN expatriate interpersonal sensitivity significantly predicts

PCN expatriate integrity-trustworthiness ( $\beta=0.23$ ,  $p<0.01$ ) while a local's NTB does not. However, Model 4 of Table 3.30B demonstrates that the cross-level interaction term is also not significant ( $\beta=0.22$ , n.s.). As such, Hypothesis 12B is also not supported.

Hypotheses 13A, 13B and 13C pertain to how a local's need-to-belong (NTB) would strengthen the positive association between PCN expatriate helping and ability-trustworthiness, benevolence-trustworthiness and integrity-trustworthiness (respectively). Model 2 of Table 3.25B demonstrates that neither PCN expatriate (group-mean centered) helping ( $\beta=0.07$ , n.s.) nor a local's NTB ( $\beta=-0.03$ , n.s.) significantly predicts a local's assessment of PCN ability-trustworthiness. However, Model 3 of Table 3.25B demonstrates that the interaction term of these variables is moderately significant ( $\beta=0.12$ ,  $p<0.1$ ). The non-significant direct effects of both (group-mean centered) helping and a local's NTB suggests would normally be interpreted as suggesting that the effect of both variables on ability-trustworthiness does not differ from zero while the difference of their respective effects would differ from each other. Yet, Model 5 of Table 3.24 suggests that (group-centered) helping significantly predicts ability-trustworthiness prior to controlling the other facets of trustworthiness. As such, I interpret these finding to suggest that multi-coliniarity resulting from the inclusion of benevolence- and integrity trustworthiness may be overwhelming the direct effect of (group-centered) helping. Therefore, I claim that hypothesis 13A is partially supported. To further explore this interaction, I plot it using the method advocated by Aiken and West (1991) for a continuous moderator and a continuous independent variable (Figure 3.26).

Model 2 of Table 3.28B demonstrates that PCN expatriate (group-mean centered) helping significantly predicts ( $\beta=0.17$ ,  $p<0.01$ ) while a local's NTB does not significantly predict ( $\beta=0.08$ , n.s.) a local's assessment of PCN benevolence-trustworthiness. Model 3 of Table 3.28B further demonstrates that the interaction term of these variables is not significant ( $\beta=-0.02$ , n.s.). As such, hypothesis 13B is not supported. Further, Model 2 of Table 3.30B demonstrates that neither PCN expatriate (group-mean centered) helping ( $\beta=0$ , n.s.) nor a local's NTB ( $\beta=0.02$ , n.s.) significantly predict a local's assessment of PCN integrity-trustworthiness. Model 3 of Table 3.30B also demonstrates that the interaction term of these variables is not significant ( $\beta=-0.1$ , n.s.). As such, Hypothesis 13C is not supported.

Hypothesis 14A and 14B suggested that a local's NTB would strengthen the positive relationship between out-of-work interaction and benevolence-trustworthiness as well as integrity-trustworthiness (respectively). Model 2 of Table 3.28B demonstrates that out-of-work interaction significantly predict benevolence-trustworthiness ( $\beta=0.09$ ,  $p<0.05$ ) while a local's NTB does not ( $\beta=0.08$ , n.s.). Nonetheless, Model 5 of Table 3.28B demonstrates that the interaction term of these variables is not significant ( $\beta=0.01$ , n.s.). As such, hypothesis 14A is not supported. Finally, Model 2 of Table 3.30B demonstrates that neither out-of-work interaction ( $\beta=0.01$ , n.s.) nor a local's NTB ( $\beta=0.02$ , n.s.) significantly predicts a local's assessment of PCN integrity-trustworthiness. Model 5 of Table 3.30B also demonstrates that the interaction term of these variables is not significant ( $\beta=0.01$ , n.s.). Therefore, hypothesis 14B is not supported.

## Post Hoc Analysis

**Aggregating Interpersonal Sensitivity and Helping.** Given their aggregation statistics, I edited the hypothesized group-level model and included the group mean of PCN expatriate interpersonal sensitivity as well as helping. As with the hypothesized model, I first fit a model in which the effects of the group-level strategies were fully mediated by locals' trust. The overall model fit was very poor ( $\chi^2 = 106.085$ ,  $df = 25$ ,  $p < 0.001$ ,  $RMSEA = 0.214$ ,  $CFI = 0.720$ ,  $TLI = 0.597$ ,  $BIC = 1415.156$ ). This model can be seen in Figure 5.1. After implementing the same optimization process as described in an earlier section, the optimized edited model was created with a fit that was much more acceptable ( $\chi^2 = 33.950$ ,  $df = 24$ ,  $p < 0.1$ ,  $RMSEA = 0.076$ ,  $CFI = 0.966$ ,  $TLI = 0.948$ ,  $BIC = 1410.289$ ). In Figure 5.2, the path between PCN expatriate adaptation and Locals' Trust is shown to be significant and negative. Since the bi-variate correlation between these variables was non-significant (Table 3.15), such a significant finding hints at concerns of multi-coliniarity. As such, this path will not be discussed further. Since the N:Q ratio of this model is 3.38:1, less than the desired threshold (of 4:1), power is less than desirable. As such, the use of a BCa 95% confidence interval is appropriate (Hayes & Scharkow, 2013). Since 0 is not in the respective confidence intervals, I found support for an indirect effect of aggregated interpersonal sensitivity on (aggregated) local future interaction intention through local's trust and aggregated helping on (aggregated) local future interaction intention through local's trust (Table 5.3).

**Non-hypothesized Moderations.** The second set of additional analysis I conducted included the moderations that were not hypothesized. These additional tests of



moderations can be seen to the right of the double vertical column borders in the appropriate tables. The non-hypothesized moderations of local ETR on the cultural strategies can be found in tables 3.25A, 3.28A and 3.30A while the non-hypothesized moderations of local NTB on the individuated strategies can be found in tables 3.25B. None of these moderated effects were significant.

**Non-hypothesized Cross-level and Dyadic Mediations.** I also explored the cross-level and dyadic mediations that were not hypothesized. The regressions for the “steps” approach predicting a local’s trust can be seen in Table 3.23 while the regressions predicting the various facets of trustworthiness can be seen across tables 3.24, 3.27 and 3.29. A summary of the steps approach and the creation of 95% confidence intervals for testing the mediations can also be seen in Table 5.4. Since 0 was not in either of the confidence intervals, statistical support was found for an indirect effect from aggregated PCN expatriate interpersonal sensitivity on local future interaction intention through locals’ trust as well as PCN expatriate helping on local future interaction intention through locals’ trust.

**Interpersonal Sensitivity as a Group Level Mediator.** With the final set of additional analysis I attempted to further explore the cross-level relationship between the cultural strategies and the three facets of trustworthiness. With greater reflection on theorization, I speculated that the broad cultural strategies may be interpreted by locals in terms of PCN expatriate-specific interpersonal sensitivity (of lack thereof) which, in turn, may lead to the various facets of trustworthiness. Further, the aggregation statistics suggests that the bulk of the variance for PCN expatriate interpersonal sensitivity is on

the group level (Table 3.19) while the bi-variate correlations between PCN expatriate interpersonal sensitivity and the cultural strategies as well as PCN expatriate interpersonal sensitivity and the facets of trustworthiness were significant (Table 3.20). To reduce the presence of multi-coliniarty, I omitted out-of-work interaction and helping from this analysis. Further, when predicting PCN expatriate interpersonal sensitivity on the group level, RCM required the omission of the lower level controls. Finally, only significant company differences were controlled with a binary coded variable when predicting the aggregated version of PCN expatriate interpersonal sensitivity (the group-level mediator). Though greater detail is available upon request, I only present a summary of this analysis (Table 5.5). Since 0 is not in the appropriate confidence intervals, there is statistical support for two indirect effects. Namely, the effect of PCN expatriate cultural adaptation on ability-trustworthiness as well as integrity-trustworthiness through PCN expatriate interpersonal sensitivity.

## **CHAPTER 6: DISCUSSION**

Though no formal hypothesis was offered as such, I expected and found statistical support for the differentiation between the three cultural strategies (Table 2.1, 2.3, 3.6). No hypotheses pertaining to group level mediation, cross-level mediation or cross-level moderation (local's ETR) was supported. Of the hypotheses pertaining to dyadic mediation, I found that an indirect effect between PCN expatriate interpersonal sensitivity on local's trust through benevolence-trustworthiness as well as an indirect effect between PCN expatriate helping on local's trust through benevolence-trustworthiness. Of the hypotheses pertaining to dyadic moderation, I also claimed partial support for a local's NTB as strengthening the positive relationship between PCN expatriate helping and ability-trustworthiness.

As for unanticipated findings, there was a negative association between PCN expatriate cultural coaching and relational assessments by locals and an implied discrepancy between relational assessments made by the PCN expatriate and those made by locals. The aggregation statistics for PCN expatriate interpersonal sensitivity and helping were also unanticipated.

The differentiation of the cultural strategies is important as it empirically demonstrates that there are at least three different forms of cultural strategies and that cultural fusion is not a "lesser" version of cultural adaptation (pilot study: Table 2.2, 2.5; main study: Table 3.15, Table 3.20). Further, such differentiation provides a base of items from which to further refine cross-study measures of these strategies.

No meditational hypotheses on the group level were supported. Though there were several direct effects that I will address later, the results herein suggest that PCN expatriate adjustment is not dependent on local trust. There are at least two possible explanations for this result. First, expatriate adjustment may be a personal outcome that is relatively independent from the influence of others. Second, “other partners” who are not local colleagues (e.g. same-nation colleagues or family members) may be more influential in the adjustment process for a PCN expatriates. As such, future researches may wish to further examine who these “other partners” might be and what role the trust of these “other partners” plays in mediating the effects of the cultural strategies on PCN expatriate adjustment.

With respect to the cross-level effects of the cultural strategies, regardless of the outcome being considered, the inclusion of the individuated strategies in the analysis greatly reduced the effect of most cultural strategies to non-significance. This non-significance precludes the support of any cross-level mediation or moderation. I offer two possible explanations for these reductions. First, Americans are generally individualistic (Bailey et al., 1997), having a tendency to evaluate a partner based on how the self is influenced by the actions of the partner (Earley et al., 1999). Since there is a more direct link between the expatriate individuated strategies and local outcomes, the effect of the individuated strategies may simply be of greater interest for local individualistic American colleagues than the cultural strategies. It may also be that cultural strategies are first “interpreted” with respect to how they influence the self prior to any trust-related assessment (e.g. in terms of either interpersonal sensitivity or

helping). Though on the group level, part of the post hoc analysis provides preliminary support for such an indirect effect of PCN expatriate cultural adaptation on ability-trustworthiness and integrity-trustworthiness through (aggregated) PCN expatriate interpersonal sensitivity (Table 5.5).

With respect to the individuated strategies, the statistical support for an indirect effect of interpersonal sensitivity as well as helping on trust through benevolence-trustworthiness and the nearly significant test of the indirect effect for out-of-work interaction on trust through benevolence-trustworthiness (Table 3.22) suggests that benevolence may offer a particularly accessible path for building intercultural trust (of an American colleague). Since benevolence-trustworthiness assesses the extent to which a partner satisfies one's personal interests, its mediational role aligns with my earlier explanation that Americans tend to be self-focused. This finding also suggests that an inter-cultural (or inter-group) relationship for Americans (or Westerners more generally) may be greatly influenced by affect.

I also claimed partial support for the strengthening effect of a local's need-to-belong on the positive relationship between PCN expatriate helping and assessments of ability-trustworthiness (hypothesis 13A). Since both helping and ability-trustworthiness involve instrumentality, an American local's sense of connectivity (and any resulting perceptual biases) may be targeted to the organization of employment (rather than an interpersonal relationship with a foreign PCN expatriate). Since organizational connectivity was not the focus on the current study, I leave the verification of this speculation to future researchers.

Unexpectedly, and contrary to both a hypothesis and most past research, PCN expatriate cultural coaching had a negative influence on local relational assessments. For example, on the group level, I found PCN expatriate cultural coaching was negatively related to locals' future interaction intention (LFII) through locals' trust while, prior to the inclusion of the individuated strategies, PCN cultural coaching was the only cultural strategy significantly related to a local's trust or any facet of trustworthiness and negatively so (Trust: Model 4, Table 3.23; ability: Model 4, Table 3.24; benevolence: Model 4, Table 3.27 and integrity: Model 4, Table 3.28). I speculate that the greater status of coaches in past studies, either due to membership in the cultural majority (e.g. Toh & DeNisi, 2007) or greater organizational rank, might explain the divergence between my findings and past research. In conjecture that when the coach is of greater status, the personal benefits for those being coached are likely obvious. However, when cultural dominance is not clear and rank differences between intercultural colleagues is minimal, such benefits may become less obvious or even absent. In such a context, the act or strategy of cultural coaching may be viewed by those who are coached as a threat not only to the power and influence of their native cultural group but also to the benefits that can be personally accrued (i.e. from their current group membership).

Also unexpectedly, the various (direct) group level tests suggest a discrepancy between the relational evaluations of a PCN expatriate and locals. Paralleling the findings from the acculturation literature (e.g. Berry, 1997), a willingness to include even select attributes from a foreign cultural group in one's own repertoire was positively associated with a PCN expatriate's adjustment. However, in combination with the lack

of a significant association between PCN expatriate adaptation or fusion and any relational assessment by locals (i.e. trust or local future interaction intention), a discrepancy in the relational assessments of intercultural partners is implied. Namely, cultural adaptation and fusion lead to greater PCN expatriate adjustment yet did not meaningfully predict local future interaction intention. This discrepancy may stem from a difference in what each intercultural partner constitutes as “sufficient” in terms of adopting a partner’s cultural group elements. This type of divergence has also been found in previous intercultural research (Xin, 2004). I would speculate that this type of divergence in assessment would be particularly problematic for partners originating from cultural groups which are known to be very dissimilar, as in the current context. Since the assessments of the intercultural partner at whom the strategies are targeted better represents the efficacy of strategies to build inter-cultural trust, these findings call into question past research in which both the cultural strategies and the level of their efficacy are evaluated by the same individual.

Finally, I tried to isolate the dyadic effect of PCN expatriate interpersonal sensitivity and helping in the main analysis. However, the aggregation statistics indicated that the bulk of the variance for both of these strategies is on the group level (specific to a PCN expatriate and not specific to a local colleague). One possible theoretical explanation for these aggregation statistics is worthy of note. That is, interpersonal sensitivity and helping may be included in the traditionally broad personal organizational charge within a Japanese work organization, a charge which can involve both instrumental and social-emotional support of work colleagues (England, 1983; Gregersen & Black, 1996; Lam,

1995). Since interaction outside of work is likely influenced by organizational expectations to a limited extent, Japanese PCN expatriates may feel greater flexibility to engage in out-of-work interaction with Americans on an individual basis. Further, the aggregation of interpersonal sensitivity and helping also hints at a possibility that any of the strategies might vary on their level of (de)personalization. In fact, Morris and Fu (2001) describe the theoretical possibility of cultural elements being customized so as to “opportunistically” achieve an actor’s instrumental objective. As such, a fruitful line of future research would examine how the effects of the various relational strategies (“cultural” or “individuated”) would vary depending on their level of (de)personalization.

### **Limitations**

This research has several limitations that are worthy of note, many of which were due to data limitations. First, there was a very high correlation between the individuated strategies, the three facets of trustworthiness and trust. Though these very high correlations (see Table 3.20) may be due to an association between the constructs of interest, they may also be due to single source bias. Although the perception of trustworthiness and trust seem to necessitate evaluations from the same source, the extreme limitations on the survey length for PCN expatriates also necessitated the collection of the individuated strategies from locals. Therefore, single source bias may be a contributing factor for why the individuated strategies dominate the cultural strategies.

Further, though the number of PCN expatriates to whom surveys were sent was 153, non-response and “matching” reduced the number of groups to a sample size of 71. In



fact, when both the cultural and individuated strategies were included in the group level analysis (post hoc: Figure 5.1, 5.2) as well as in the cross-level analysis (Table 3.32), the association between PCN expatriate cultural adaptation and locals' trust became inconsistent with findings when only the cultural strategies were included (the association became negative instead of positive). This inconsistency suggests an over population of the model. As such, future researchers are advised to either collect data from a greater number of groups or reduce the number of variables in the models that are tested. The small average group size (of 2.5) may have also contributed to an inability to differentiate group-level and dyadic effects of PCN expatriate interpersonal sensitivity and helping. In other words, data limitations may have contributed to the fact that the bulk of the variance for PCN expatriate interpersonal sensitivity and helping is on the group level.

Next, few if any Japanese multinational companies possess a sufficient population of PCN expatriates to satisfy the requirements for the sought analysis. Thus, cross-company data collection was conducted. Though attempts were made to control for cross-firm differences, other researchers are advised to consider controlling for other differences (e.g. industry, location and years since entry into the USA market). Additional expatriate-specific and local-specific controls may also be included in the future studies.

Measures for the cultural strategies were designed for this study. Effort was taken to pilot-test the constructs among people who face intercultural interaction on a daily basis. Yet, greater access to expatriates in the field for pilot testing these scales would have

been ideal<sup>6</sup>. For example, even though alpha reliability for cultural adaptation met expectation in the pilot test and the group-level analysis (i.e.  $\alpha \geq 0.70$ ) alpha reliability in the cross-level analysis was just short of expectation ( $\alpha = 0.69$ ).

Certain demographic characteristic of the respondents might also be considered a limitation of this study. More specifically, 100% of the Japanese PCN expatriates in the final sample were male. Though this percentage may accurately represent the Japanese PCN expatriate context, at least in Western firms, great strides have been taken to increase the representations of women in the expatriate population (Caligiuri & Lazarova, 2002). As such, researchers are advised to include a greater number of female expatriates in there sample to broaden the generalization of their findings. Moreover, various ethnicities were represented among the local American colleagues in the sample (e.g. White, Black, Hispanic and Asian-American). The inclusion of these various ethnicities may represent the diversity of the American population and provide a larger sample on which to conduct statistical analysis. However, this diversity may inhibit clarity as to the influence of the cultural strategies on intercultural relationships. In other words, different “types” of American locals may interpret a specific cultural strategy performed by a PCN expatriate differently. To prevent this differing interpretation, a more refined sample of local colleagues could be used in the future.

The final few limitations relate to the trade-offs I made in conducting this study. For example, given the limited access to respondents, I opted to use a cross-sectional study.

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<sup>6</sup> For a greater description of an attempt to conduct this type of pilot study, see footnote 4.

Thus, causality can only be argued but not proven with certainty. Even though the exploratory interviews suggest otherwise, it may be that local assessments of PCN expatriate benevolence-trustworthiness leads to out-of-work interaction, the reverse of the causal path for which I have argued. Access to longitudinal data would be ideally suited to provide much stronger support for confirming causality. Additionally, to avoid the relatively poor psychometric properties of the scales previously used to measure trust (Schoorman et al., 2007), I chose a sub-scale offered by Gillespie (2003). Since this scale focuses on reliance (the willingness of a trustor to accept vulnerability via the skillful and knowledgeable action of a partner) the bi-variate correlation between the variable representing trust and the variable representing ability-trustworthiness is likely overstated (Table 3.20:  $r=0.88$ ,  $p<0.001$ ). This high correlation may limit the possibility of isolating any mediation effect for the other facets of trustworthiness.

For the sake of verification, I also chose to incorporate measures of PCN expatriate effectiveness from both the PCN expatriate (work and social adjustment) as well as from local colleagues (local future interaction intention). As mentioned earlier, the group level Path analysis suggests a discrepancy between the point of the PCN expatriate and the point of view of locals. Though the assessment of a local should be seen as the ultimate determinant of strategy effectiveness, this type of “cultural” inconsistency presents a statistical limitation as a consistency across more than one data source is required in order to overcome the potential limitations of single-source bias.

## **Theoretical Implications**

Though previous research has begun to develop our understanding of intercultural interaction, I have shown that researchers should consider strategies beyond cultural adaptation. Herein, I offer five other types of strategies, concluding that each may be either personalized or depersonalized. It is only by considering a variety of strategies (beyond adaptation) that a nuanced theoretical underpinning of intercultural interaction can develop.

With respect to the cultural strategies explored herein, the dominant assumption in the literature is that adopting an intercultural partner's cultural attributes (i.e. adaptation and fusion) improves an intercultural relationship. Since past work generally does not consider the point of view from one's actual intercultural partner, one of the most powerful warnings from this dissertation is to question the general applicability of this "theory". I found no such support for this assumed positive association. As such, it is imperative that future researchers outline the specific conditions under which such a claim can be justified.

Next, intercultural research is dominated by the assumption that cultural coaching always leads to beneficial outcomes for those involved. I empirically demonstrate that this may not be the case and suggest a lack of status differential as an explanation for the negative association that I find. Combining my results with those of other researchers, it is theoretically necessary for a researcher to distinguish the act or strategy of (cultural) coaching from an obviously (perhaps even mutually) beneficial coaching relationship. As such, researchers investigating relational outcomes in general, and coaching

relationships more specifically, not only need to clearly identify the contextual factors which alter the direction of these assumed (positive) associations but also avoid building a line of argument that is tautological.

Further, benevolence-trustworthiness was found to mediate the effects of both interpersonal sensitivity and helping on local's trust. These findings generally support the theoretical model presented by Mayer and colleagues (1995), whereby trustworthiness fully mediates the effects of various predictors on trust. More importantly, benevolence (the most affective facet of trustworthiness) was found to be the source of the mediation. The importance of affectively-charged benevolence-trustworthiness in the current study extends Western-based single-culture research which has placed an emphasis on the cognitive or rational approach to relationship-development (e.g. Graen & Uhl-Bien, 1995) in general and trust-development more specifically (e.g. McAllister, 1995). Therefore, researchers examining intercultural relationships -even those involving Westerners - should given greater consideration to the role of affect, a consideration well-established in the inter-group literature (Tajfel & Turner, 1979).

Finally, as I claimed support for only one of eighteen tests of moderation, a theoretical re-conceptualization of "receptivity" may be in order. That is, though the personal characteristics explored herein have been rigorously tested in laboratory settings, their moderating properties may not have sufficient potency in the field (Davis-Blake & Pfeffer, 1989) within a cross-level test (LaHuis & Ferguson, 2009). Alternative ways to theoretically re-conceptualize receptivity include a compatibility of strategies across intercultural partners (e.g. coaching-adaptation and coaching-fusion) or even a

shift in “receptivity” to include the perceived organizational support for one relational strategy or another. I leave future research efforts to further explore the effects of these re-conceptualizations of receptivity.

### **Practical Implications**

There are also several practical implications from the findings of this study which are worthy of note for those who have postings abroad and those who assist these employees. First, I suggest that the cultural strategies be understood as tools or “options” to be used when contextual considerations are appropriate. For example, despite a common assumption of effectiveness, I found that adopting elements from a partner’s different cultural group was relatively ineffective in promoting an intercultural relationship. Further, I suspect that the detrimental effect that cultural coaching had on the involved intercultural relationships was due to certain unique contextual features (e.g. limited status differential and no clear cultural dominance). As such, I would strongly discourage practitioners from assuming a “one strategy fits all” approach to intercultural interaction.

Second, to the chagrin of cultural enthusiasts, the individuated strategies generally overpowered the cultural strategies. As such, employees who undertake an overseas assignment may feel a sense of relief as they may not be culturally proficient and may not have resource to become so prior to departure. Additionally, those who are responsible for assisting overseas employees may wish to shift attention during preparation away from the traditional focus on cultural strategies (e.g. adaptation) to strategies that are less culturally dependent.

Third, despite single-culture Western research which emphasizes “rational” and “cognitive” processes to relationship-development, employees posted abroad should take note that benevolence may be the key to developing trust between members of different (cultural) groups. Since several non-Western nations tend to allow affective factors to play a greater role during social interaction (Markus & Kitayama, 1991), members of non-Western nations may not only have a clear path to build the trust with a Westerner but also a proficiency to do so. Moreover, as findings from single-culture interaction may not be applicable to inter-cultural interaction, efforts which aim to assist employees on foreign postings should move beyond simple cross-cultural comparison of single-culture interaction.

Finally, the finding that interpersonal sensitivity and helping were expatriate-specific and not local-specific suggests that different cultural groups may have different expectations regarding which behaviours in a relationship should be individuated and which should be depersonalized. As such, it might be wise for Westerners in an intercultural relationship to note that being the target of a strategy that would normally be interpreted as indicating a meaningful interpersonal relationship may be the result of organizational/cultural expectations, having few relationship-specific implications for an (Eastern) intercultural colleague. As such, those who assist employees with foreign assignments may either help identify such contextual influences or advise those who are posted abroad to engage with an (Eastern) intercultural partner in a context with few group expectations.

## APPENDIX 1: THEORETICAL DEVELOPMENT

**Table 1.1: Past Research on “Strategies” to Build Trust**

Source	Butler (1988)	Whitener et al (1989)	Williams (2000)	Child and Mollering (2003)
Type	Empirical	Theoretical	Theoretical	Empirical
Level of Analysis	Manager-Subordinates	Manager-Subordinates	Colleagues	Foreign Organization-Local Constituents
Original Label	Conditions of Trust	Managerial Behaviour	Emotional Regulation	Organizational Policies
“Strategies”	<ul style="list-style-type: none"> <li>• Availability</li> <li>• Competence</li> <li>• Consistency</li> <li>• Discreetness</li> <li>• Fairness</li> <li>• Integrity</li> <li>• Loyalty</li> <li>• Openness</li> <li>• Promise Fulfillment</li> <li>• Receptivity</li> </ul>	<ul style="list-style-type: none"> <li>• Behavioural Consistency</li> <li>• Behavioural Integrity</li> <li>• Sharing and Delegation of Control</li> <li>• Communication</li> <li>• Demonstration of Concern</li> </ul>	<ul style="list-style-type: none"> <li>• Altering Situation</li> <li>• Alerting Attention</li> <li>• Altering Meaning</li> <li>• Interrupting Emotion</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Personal Rapport</li> <li>• Recruit Local Managers</li> <li>• Transfer Foreign Practices to Locals</li> </ul>



**Table 1.2: Acculturation Strategies**

		Interaction with Own Cultural Group Emphasized	
		High	Low
Interaction with Foreign Cultural Group Emphasized	High	Integration	Adaptation
	Low	Separation	Marginalization

Reproduced from Berry (1997)

**Figure 1.3: General Theoretical Model**

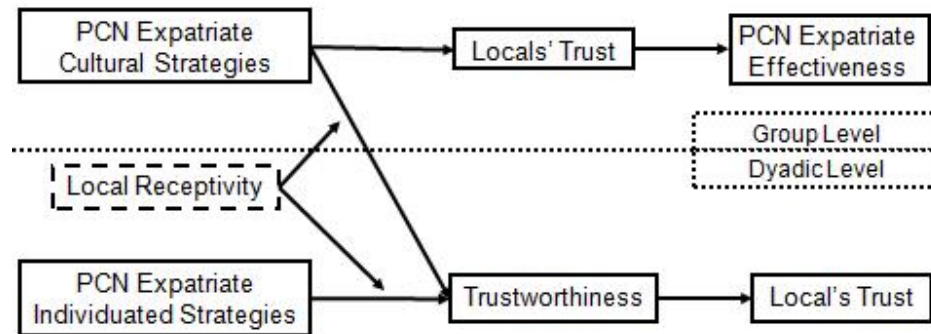


Figure 1.4: Expanded Theoretical Model

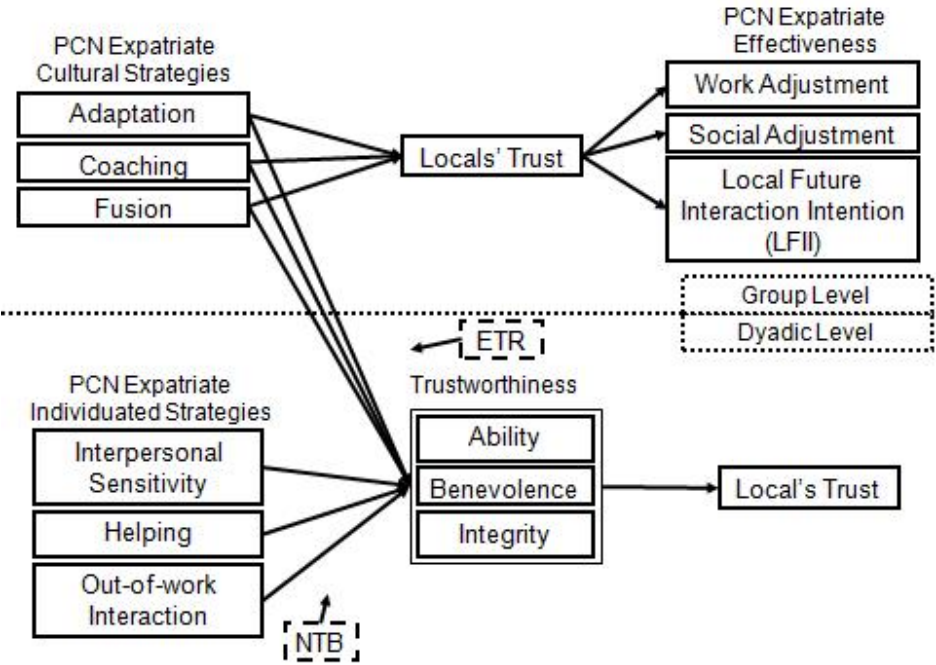


Figure 1.5: Group Level Model

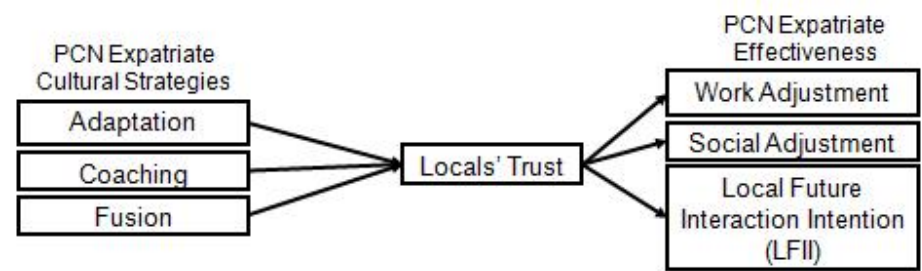


Figure 1.6: Moderating the Cultural Strategies

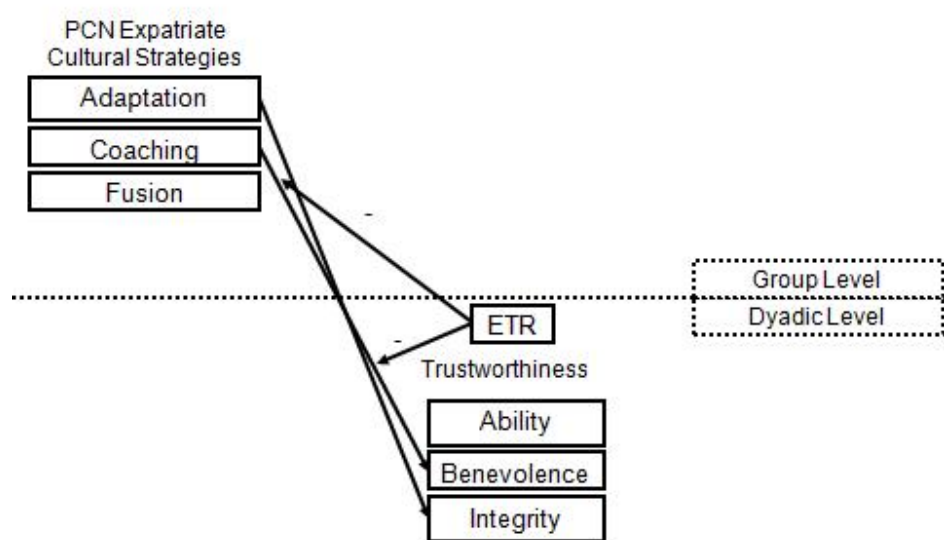
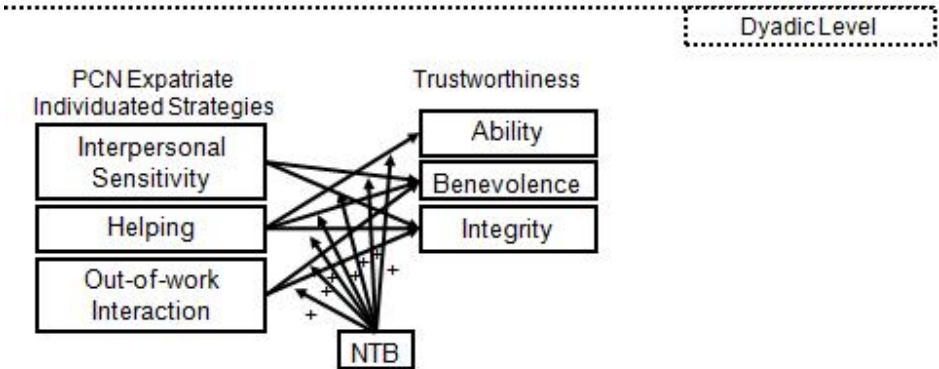


Figure 1.7: Moderating the Individuated Strategies



## APPENDIX 2: STUDENT PILOT STUDY

**Table 2.1: EFA on International Student Cultural Strategies**

These questions were asked to the international students in the pilot study. 100 International students completed the items for the cultural strategies via an online survey. They responded to the following items from a Very Rarely (1) to Very Often (6) likert-type scale.

		Factor		
		1	2	3
Cultural Adaptation	I try to adopt American norms when working on my schoolwork with American students	-0.07	0.02	<b>0.90</b>
	I try to adopt American norms during extracurricular activities on campus (e.g. sports, clubs)	0.07	0.11	<b>0.76</b>
	I try to adopt American norms when interacting with American professors	0.04	-0.06	<b>0.86</b>
	I try to adopt American norms when interacting with the support staff at <University> (e.g. administrators, janitors)	0.02	-0.02	<b>0.85</b>
Cultural Coaching	I try to offer advice to American classmates about how to better manage their relationships with students from my home country	<b>0.82</b>	0.04	0.07
	I try to assist American classmates in understanding the school norms in my home country	<b>0.91</b>	-0.04	-0.03
	I try to advise American classmates so they can become more accepted by students of my home country	<b>0.94</b>	0.02	0
	I try to help American classmates improve their interactions with students from my home country	<b>0.93</b>	0.01	0
Cultural Fusion	I try blend American norms with norms from my home country when working on my schoolwork	0.22	<b>0.64</b>	0.01
	I try to join American norms and norms from my home country during extra-curricular activities on campus (e.g. sports, clubs)	0	<b>0.80</b>	0.11
	I try to mix American norms with norms from my home country when interacting with American professors	-0.04	<b>1.00</b>	-0.05
	I try to combine American norms and norms from my home country	0.01	<b>0.90</b>	0.02

	when interacting with the support staff at <University> (e.g. administrators, janitors)			
Eigen Values		6.73	1.86	1.39

NOTE: Total Cumulative Variance Explained: 75%, Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin, N=100

**Table 2.2: Correlations and General Statistics of International Student Cultural Strategies**

		Mean	Sd	1	2	3
1	Adaptation	4.42	1.09	<i>0.91</i>		
2	Coaching	3.49	1.40	0.46 ***	<i>0.95</i>	
3	Fusion	3.72	1.23	0.46 ***	0.61 ***	<i>0.93</i>

NOTE: Cronbach alpha on the diagonal, †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001

**Table 2.3: EFA on Local American Student Cultural Strategies**

		Factor		
		1	2	3
Cultural Adaptation	This international student adopts American norms when doing schoolwork with American students	0.04	<b>0.59</b>	0.05
	This international student adopts American norms during extracurricular activities on campus (e.g. sports, clubs)	0.05	<b>0.85</b>	0
	This international student adopts American norms when interacting with American professors	0.03	<b>0.83</b>	-0.02
	This international student adopts American norms when interacting with the support staff at <University> (e.g. administrators, janitors)	-0.06	<b>0.96</b>	0.03
Cultural Coaching	This international student offers advice to American classmates about how to better manage relationships with students from his/her home country	<b>0.83</b>	0.18	-0.10
	This international student assists American classmates in understanding the school norms in his/her home country	<b>0.63</b>	0.17	0.20
	This international student advises American classmates so they can become more accepted by students from his/her home country	<b>1.02</b>	-0.10	0.03
	This international student helps American classmates improve their interactions with students from his/her home country	<b>0.89</b>	0	0.01
Cultural Fusion	This international student blends American norms with norms from his/her home country when doing schoolwork with American students	0.33	0.10	<b>0.51</b>
	This international student mixes American norms with norms from his/her home country when interacting with American professors	-0.04	-0.01	<b>0.91</b>
	This international student combines American norms and norms from his/her home country when interacting with the support staff at Rutgers (e.g. administrators, janitors)	0.01	0.02	<b>0.92</b>
Eigen Values		6.09	1.65	1.20

**NOTE:** Total Cumulative Variance explained: 71%, Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin, N=46

Table 2.4: EFA on Local American Student Individuated Strategies

These questions were asked to the American local students volunteered by the appropriate international student in the pilot test. American students were asked to respond to the following questions from with a likert-type scale ranging from Very Rarely (1) to Very Often (6). The header to these questions was as follows: Based on my experience, how often does this international student...

		Factor		
		1	2	3
Interpersonal Sensitivity	This international student treats you with respect and dignity	0.06	<b>0.95</b>	-0.04
	This international student shows sensitivity to your needs	0.06	<b>0.79</b>	0.15
	This international student deals with you in a truthful manner	-0.01	<b>0.94</b>	-0.04
	This international student shows concern for your rights	-0.03	<b>0.94</b>	0.13
Helping	This international student helps you at school, even if you do not request it	-0.01	0.30	<b>0.75</b>
	This international student helps you with heavy workloads at school, even if not his/her duty	0.01	0.19	<b>0.92</b>
	This international student helps you when you are behind on schoolwork	0.15	-0.28	<b>0.82</b>
	This international student helps you with schoolwork when you are absent	0.05	-0.27	<b>0.77</b>
	This international student takes on extra responsibility to help you when things get demanding for you at school	0.09	0.20	<b>0.78</b>
Out-of School Interaction	This international student celebrates personal occasions with you (e.g. birthdays, anniversaries)	<b>0.88</b>	0.24	-0.10
	This international student attends general cultural events with you (e.g. festivals, expositions)	<b>0.70</b>	0.11	0.12
	This international student goes out to eat or drink with you	<b>0.85</b>	0.30	-0.07
	This international student watches entertainment with you (e.g. sports, theatre)	<b>0.84</b>	-0.04	0.06
	This international student participates in pastimes or hobbies with you	<b>0.89</b>	-0.13	0.08
	This international student visits special places with you (e.g. monuments, sites, views)	<b>0.87</b>	-0.32	0.05
	This international student facilitates interaction between people who are meaningful to him/her and you (e.g. family members, close friends)	<b>0.77</b>	-0.05	0.21



Eigen Values	7.65	3.95	1.76
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**NOTE:** Total Cumulative Variance explained: 76%, Extraction Method: Principal Axis Factoring, Rotation Method: Oblimin, N=41; Items for out-of-school (work) interaction were created for this pilot study; Interpersonal sensitivity was measured by items from a scale created by Niehoff & Moorman (1993); Helping was measured by items from a scale created by Settoon and Mossholder (2002)

**Table 2.5: Correlations and General Statistics of Local American Students Individuated and Cultural Strategies**

		mean	Sd	1	2	3	4	5	6
1	Adaptation	4.88	0.79	<i>0.86</i>					
2	Coaching	3.75	1.48	0.4 **	<i>0.93</i>				
3	Fusion	4.41	1.02	0.5 ***	0.5 ***	<i>0.83</i>			
4	Helping	3.83	1.4	0.43 **	0.31 †	0.38 *	<i>0.9</i>		
5	Interpersonal Sensitivity	5.04	0.89	0.35 *	0.15	0.26 †	0.63 ***	<i>0.82</i>	
6	Out-of-School Interaction	3.3	1.46	0.2	0.13	0.21	0.57 ***	0.43 **	<i>0.95</i>

**NOTE:** †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001

### APPENDIX 3: MAIN SAMPLE

**Table 3.1: Select Events in Japanese-American History**

Year	Event	Source
1258	Japanese (sailors) land at Makapuu Point (on Oahu, HI)	(Braden, 1976)
1853	Commodore Perry arrived into Tokyo Bay with warships	(Walworth, 1966)
1854	Commodore Perry returns with even more warships: Treaty to open the ports of Shimoda and Hakodate is signed	(Walworth, 1966)
1898	USA annexed Hawaii with the “Newlands Resolution”	(Conroy, 1978)
1907	US congress allows President Roosevelt to stop the migration of Japanese labourers to the USA	(Daniels, 1977)
1910	US Census indicates 79,675 Japanese in what is known as HI	(Niiya, 1993)
1914	Japan entered WWI on the side of the Entente Powers	(Abrams, 1987)
1924	President Calvin Coolidge signs an immigration bill effectively ceasing all Japanese immigration to the USA	(Ichihashi, 1969)
1941	The Japanese military attacked the US Naval base at Pearl Harbour, starting a war between Japan and the USA	(Niiya, 1993)
1942	President Franklin D. Roosevelt signed executive order 9066, leading to what is commonly known as the internment of ethnic Japanese in the USA	(Girdner & Loftis, 1969)
1945	Battle of Okinawa takes place killing approximately 80,000 Americans and 120,000 Japanese	(Schlesinger, 1983)
	The American military deployed atomic bombs on both Hiroshima and Nagasaki, leading to the end of the war	(Schlesinger, 1983)
1959	HI becomes the fiftieth State of the USA	(Wilson & Hosokawa,

		1980)
1970s	Success of Japanese industrialization leads firms in the USA (and other Western nations) to analyze and even emulate the “Japanese management system”	(Negandhi et al., 1985)
Modern day	A long-term recession in Japan and lack of sustained results from implementation causes firms from non-Japanese nations to question and even discard the “Japanese management system”	(England, 1983)

**Table 3.2: Survey Response Rates**

	Sent Out	Returned and Useable		Useable and Matched	
		#	% (of Sent Out)	#	% (of Sent Out)
<b>Japanese PCN Expatriate</b>	153	122	80%	71	46%
<b>American Local</b>	542	326	60%	174	32%
<b>Company</b>	30	-		25	83%
<b>Locals per expatriate (Group Size)</b>	3.5	-		2.5	
<b>Expatriates per company</b>	5.1	-		2.8	

**Table 3.3: Japanese PCN Expatriate Respondents: Matched vs NOT Matched**

Variable Name	Matched	NOT Matched	Lower95	Upper95	tStatistic	df	p-val	sig
Expatriate Cross-cultural Training (0=No/1=Yes)	0.34	0.25	-0.26	0.07	-1.13	117.15	0.26	
Expatriate Prior Visit to USA (0=No/1=Yes)	0.59	0.37	-0.38	-0.07	-2.84	146.94	0.01	**
Expatriate Age	2.75	2.64	-0.41	0.20	-0.69	108.25	0.49	

Expatriate Organizational Level	2.69	2.43	-0.63	0.12	-1.35	114.12	0.18	
Expatriate Education Level	3.20	3.25	-0.16	0.27	0.48	120.89	0.63	
Expatriate Marital Status (0=NOT Married, 1=Married)	0.86	0.87	-0.11	0.13	0.18	116.07	0.86	
Expatriate Completion of Current Assignment (Years)	6.72	5.78	-2.08	0.21	-1.62	104.30	0.11	
Expatriate Sex (0=Female, 1=Male)	1.00	0.91	-0.17	-0.01	-2.33	53.00	0.02	*

**NOTE:** A greater proportion of matched Japanese PCN expatriates visited the USA before their current posting than those who are NOT matched; A greater proportion of matched Japanese PCN expatriates are male than those who are NOT matched

**Table 3.4: Local American Respondents: Matched vs NOT Matched**

Variable Name	Matched	NOT Matched	Lower95	Upper95	tStatistic	df	p-val	sig
Length of time local has known the Expatriate	4.70	4.52	-0.32	-0.04	-2.53	383.58	0.01	*
Japanese Expatriate of Higher Rank	0.43	0.40	-0.12	0.07	-0.59	364.47	0.56	
Japanese Expatriate of Similar Rank	0.36	0.24	-0.21	-0.03	-2.71	335.24	0.01	**
Japanese Expatriate of Lower Rank	0.21	0.11	-0.17	-0.02	-2.64	301.32	0.01	**
Local Sex (0=Female, 1=Male)	0.78	0.68	-0.18	-0.02	-2.41	399.96	0.02	*
Local Marital Status (0=NOT Married, 1=Married)	0.89	0.78	-0.19	-0.03	-2.85	360.29	0.00	**
Local's Ability in the Japanese Language	1.35	1.33	-0.16	0.12	-0.31	369.08	0.76	
Has Local Visited Japan (0=No/1=Yes)	0.56	0.27	-0.38	-0.19	-6.14	337.45	0.00	***
Local Age	3.08	3.05	-0.22	0.16	-0.31	367.41	0.76	
Local Education Level	3.14	3.02	-0.30	0.06	-1.33	363.78	0.18	
Local Cross-cultural Training	1.82	1.82	-0.08	0.08	0.03	367.79	0.98	

**NOTE:** Matched American locals know the PCN expatriate in their set for a greater length of time than Americans who are NOT matched; A greater proportion of matched American locals are of a similar rank to their matched PCN expatriate colleagues than those who are NOT matched; A greater proportion of matched American locals are of a lower rank to their matched PCN expatriate colleagues than those who are NOT matched; A greater proportion of matched American locals are males than those who are NOT matched; A greater proportion of matched American locals are married than those who are NOT matched; A greater proportion of matched American locals have visited Japan than those who are NOT matched

**Table 3.5: Survey Items and Standardized Loadings for Cultural Strategies (Japanese PCN Expatriates)**

How often do you try to do the following? Use the scale below and circle the number that best represents your answer.

1	2	3	4	5	6
Very Rarely	Rarely	Infrequently	Sometimes	Often	Very Often

Construct	Item	Std Loading
Adaptation	Adopt American norms when carrying out my work responsibilities	0.74
	Adopt American norms in my social life (outside of work)	0.42
	Adopt American norms when interacting with local American subordinates, peers and supervisors	0.73
	Adopt American norms when working with American customers	0.70
Coaching	Offer advice to local Americans about how to better manage their relationships with Japanese members of our company	0.81
	Assist local Americans in understanding the work norms of Japan	0.73
	Advise local Americans so they can become more accepted by Japanese members of our company	0.87
	Help local Americans improve their interactions with Japanese members of our company	0.83
Fusion	Blend American and Japanese norms when carrying out my work responsibilities	0.79
	Mix American and Japanese norms when interacting with local American subordinates, peers and supervisors	0.85
	Combine American and Japanese norms when working with American customers	0.76

**Table 3.6: CFA Comparison-Cultural Strategies**

	Factors	Chi.2	df	Chi.2.df	$\Delta$ Chi.2	$\Delta$ df		RMSEA	CFI	TLI
Base Model	Adaptation, Coaching, Fusion	48	41	1.18				0.038	0.988	0.983
Model 2	Adaptation and Coaching, Fusion	155	43	3.61	107	2	*	0.146	0.812	0.760
Model 3	Adaptation, Coaching and Fusion	96	43	2.25	48	2	*	0.101	0.910	0.885
Model 4	Adaptation and Fusion, Coaching	148	43	3.46	100	2	*	0.142	0.823	0.773
Model 5	Single Factor	200	44	4.56	152	3	*	0.171	0.738	0.672

**Table 3.7: Survey Items and Standardized Loadings for Individuated Strategies**

By using the scale below, indicate the extent to which you believe <name of Japanese in set> does the following with you?

1	2	3	4	5	6
Very Rarely	Rarely	Infrequently	Sometimes	Often	Very Often

Construct	Item in International Student Pilot Study	Item In Main Sample	Std Est (main)
Interpersonal Sensitivity	Treats you with kindness and consideration		0.82
	Treats you with respect and dignity		0.85
	Is sensitive to your needs		0.83
	Deals with you in a truthful manner		0.82
	Discusses his/her decisions with you (if they impact you)		0.72
Helping	Helps you at work even if you do not request it		0.85
	Helps reduce your workload, even if not his/her duty		0.94
	Helps you when you are behind on work		0.91
	Takes extra responsibility at work to help you when things get demanding		0.85
Out-of-work	Celebrates personal occasions (e.g. birthdays, anniversaries)	Celebrates personal occasions (e.g. birthdays, anniversaries)	0.68
	Attends general cultural events (e.g. festivals, expositions) AND Watches entertainment (e.g. sports, theatre)	Attends cultural and recreational events (e.g. sports or festivals)	0.86
	Goes out to eat or drink	Goes out to eat or drink	0.83
	Visits special places (e.g. monuments, sites, views)	Visits special places (e.g. monuments, sites, views)	0.84
	Facilitates interaction between people who are meaningful to him/her and you (e.g. family members, close friends)	Facilitates interaction between people who are meaningful to him/her and you (e.g. family members, close friends)	0.82



	Participates in pastimes or hobbies	-	-
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**Table 3.8: CFA Comparison-Individuated Strategies**

	Factors	Chi <sup>2</sup>	Df	Chi <sup>2</sup> /df	ΔChi <sup>2</sup>	Δ df		RMSEA	CFI	TLI
Base Model	Interpersonal Sensitivity, Helping, Out-of-work	156	73	2.15				0.061	0.976	0.969
Model 2	Interpersonal Sensitivity And Helping, Out-of-work	575	75	7.68	419	2	*	0.147	0.854	0.823
Model 3	Interpersonal Sensitivity, Helping And Out-of-work,	792	75	10.57	636	2	*	0.177	0.791	0.746
Model 4	Interpersonal Sensitivity And Out-of-work, Helping	755	75	10.08	599	2	*	0.172	0.802	0.759
Model 5	Single Factor	1203	76	15.83	1047	3	*	0.22	0.672	0.607

**Table 3.9: CFA Comparison-Trust and Trustworthiness**

By using the scale below, indicate the extent to which you believe the following takes place?

1	2	3	4	5	6
Very Rarely	Rarely	Infrequently	Sometimes	Often	Very Often

Construct	Dimension	Item	Standardized Loading
Trustworthiness	Ability	<Japanese Name> is very capable of performing his/her job	0.90
		<Japanese Name> is knowledgeable about his/her required work	0.88
		<Japanese Name> makes me very confident about his/her skills	0.93
		<Japanese Name> has abilities that increase his/her performance at work	0.90
		<Japanese Name> is well qualified	0.91
	Benevolence	<Japanese Name> is very concerned about my welfare	0.94
		<Japanese Name> cares about my needs and desires	0.97
		<Japanese Name> would not knowingly do anything to hurt me	0.53
		<Japanese Name> really looks out for what is important to me	0.90
	Integrity	<Japanese Name> has a strong sense of justice	0.77
		<Japanese Name> does what he/she says	0.83
		<Japanese Name> is fair when dealing with others	0.88
		<Japanese Name> has values that I like	0.92
		<Japanese Name> is guided by sound principles	0.92
Trust		I rely on <Japanese Name>'s work-related judgments	0.88
		I follow <Japanese Name>'s advice on important issues	0.90
		I depend on <Japanese Name> to handle an important issue for me	0.93
		I rely on <Japanese Name> to accurately represent my work	0.86
		I depend on <Japanese Name> to support me in a difficult situation	0.84

**Table 3.10: CFA Comparison-Trust and Trustworthiness**

	Factors	Chi <sup>2</sup>	df	Chi <sup>2</sup> /df	ΔChi <sup>2</sup>	Δ df		RMSEA	CFI	TLI
Base Model	Ability, Benevolence, Integrity, Trust	384	144	2.68				0.072	0.967	0.960
Model 2	Ability and Benevolence, Integrity, Trust	1212	147	8.25	828	3	*	0.149	0.853	0.828
Model 3	Ability and Integrity, Benevolence, Trust	874	147	5.98	490	3	*	0.123	0.899	0.883
Model 4	Ability, Benevolence and Integrity, Trust	977	147	6.65	593	3	*	0.132	0.885	0.866
Model 5	Trustworthiness, Trust	1548	149	10.40	1164	5	*	0.170	0.806	0.778
Model 6	Single Factor	1710	150	11.40	1326	6	*	0.179	0.784	0.754

**Table 3.11: Survey Items and Standardized Loadings for Moderators and Local Future Interaction Intention**

<b>Construct</b>	<b>Item</b>	<b>Std Loading</b>
Need-To-Belong (NTB)	I try hard <b>NOT</b> to do things that will make other people avoid or reject me	0.46
	I want other people to accept me	0.62
	I do not like feeling alone	0.77
	I have a strong need to belong	0.86
	My feelings are easily hurt when others do not accept me	0.60
Essentialist Theory Of Race (ETR)	To a large extent, a person's race biologically determines his/her traits	0.77
	Although a person can adapt to different cultures, it is hard if not impossible to change the nature of a person's race	0.72
	A person's qualities and traits are deeply-rooted in his/her race and cannot be altered	0.82
Local Future Interaction Intention (LFII)	Want to interact with <Japanese name> in the future	0.91
	Want to continue future relations at work with <Japanese name>	0.96
	Are willing to introduce <Japanese name> to my future American colleagues	0.89
	Are willing to partner with <Japanese name> at work in the future	0.90

**Table 3.12: CFA Comparison-Moderators and Local Future Interaction Intention**

	Factors	Chi <sup>2</sup>	Df	Chi <sup>2</sup> /df	ΔChi <sup>2</sup>	Δ df	sig	RMSEA	CFI	TLI
Base Model	NTB, ETR, LFII	112	50	2.26				0.061	0.974	0.966
Model 2	NTB and ETR, LFII	442	52	8.51	330	2	*	0.150	0.840	0.797
Model 3	NTB and LFII, ETR	515	52	9.91	403	2	*	0.163	0.810	0.759
Model 4	NTB, ETR and LFII	1523	52	29.29	1411	2	*	0.291	0.397	0.235
Model 5	Single Factor	845	53	15.96	733	3	*	0.212	0.675	0.595

**Table 3.13: Survey Items and Standardized Loadings for Expatriate Adjustment**

How well adjusted are you to the following in the USA? Please use the scale below and circle the number that best reflects your personal experience.

1	2	3	4	5	6
Not Well Adjusted At All	Not Adjusted	Somewhat Not Adjusted	Somewhat Adjusted	Adjusted	Very Well Adjusted

Original Scale	Adjusted Scale for this Research	CFA Std Loading
<i>Work Adjustment</i>		
Specific Job Responsibilities	Specific Job Responsibilities	0.78
Supervisory Responsibilities	Supervisory Responsibilities	0.69
Performance Standards <b>and</b> Expectations	Performance Standards	0.81
	Tasks that are expected of me	0.82
<i>Social Adjustment</i>		
Socializing with host nationals	Socializing with local colleagues outside of work	0.84
Interacting with host nationals on a day-to-day basis	Day-to-day interaction with local colleagues for non-work reasons	0.96
Interacting with host nationals outside of work		
Speaking with host nationals	Speaking with local colleagues about topics that are NOT related to work	0.74

**NOTE:** Original Scale for both Work and Social Adjustment: **emphasis added** (Black, 1988; Black & Stephens, 1989)

**Table 3.14: CFA Comparison-Expatriate Adjustment**

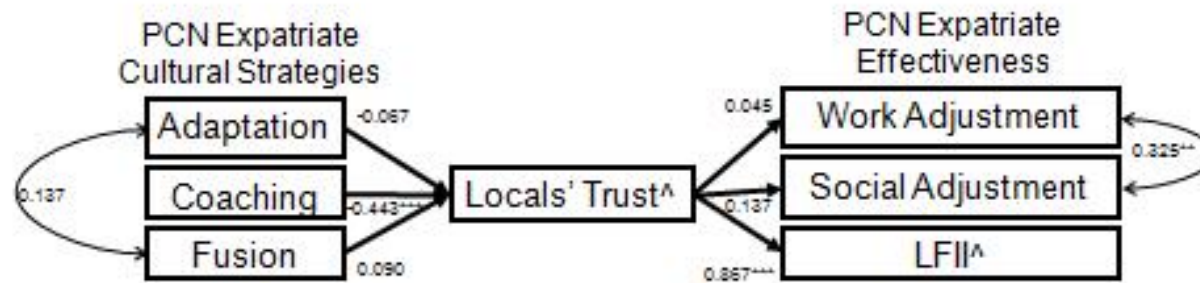
	Factors	Chi <sup>2</sup>	Df	Chi <sup>2</sup> /df	≥Chi <sup>2</sup>	Δ df		RMSEA	CFI	TLI
Base Model	Social Adjustment, Task Adjustment	16	13	1.29				0.049	0.991	0.986
Model 2	Single Factor	188	14	13.48	172	1	*	0.318	0.607	0.411

**Table 3.15: Group Level Correlations and General Statistics**

		Mean	sd	1	2	3	4	5	6
1	Cultural Adaptation	4.65	0.73	<i>0.70</i>					
2	Cultural Coaching	4.07	1.18	0.01	<i>0.89</i>				
3	Cultural Fusion	4.11	1.07	0.14	0.62***	<i>0.82</i>			
4	Locals' Trust <sup>^</sup>	4.92	0.86	-0.05	-0.39***	-0.2			
5	Work Adjustment	4.53	0.65	0.36**	0.18	0.15	0.06	<i>0.82</i>	
6	Social Adjustment	3.71	0.88	0.22†	0.3*	0.32**	0.11	0.31**	<i>0.83</i>
7	LFII <sup>^</sup>	5.17	0.82	0.06	-0.41***	-0.22†	0.86***	0.04	0

**NOTE:** Cultural Adaptation=Cultural Adaptation of Japanese PCN expatriate, Cultural Coaching=Cultural Coaching of Japanese PCN expatriate, Cultural Fusion=Cultural Fusion of Japanese PCN expatriate, Locals' Trust=Average trust of local American colleague in Japanese PCN expatriate, Work Adjustment=work adjustment of Japanese PCN expatriate, Social Adjustment=social adjustment of Japanese PCN expatriate, LFII =average future interaction intention of local in set with Japanese PCN Expatriate; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates an aggregation. Where appropriate, alphas are on the diagonal in *italics*. Listwise deletion: N=71 (Number of groups/PCN expatriates)

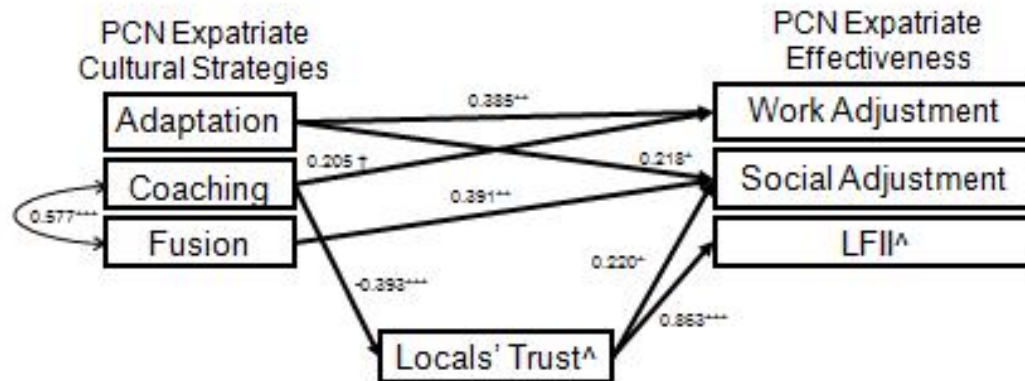
**Figure 3.16: Fit of Hypothesized Group-level Model**



Model Fit:  $\chi^2=67.460$ ,  $df=13$ ,  $p<0.001$ ,  $RMSEA=0.243$ ,  $CFI=0.673$ ,  $TLI=0.472$ ,  $BIC=1203.013$

^ indicates an aggregation.

**Figure 3.17: Fit of “Optimized” Group-level Model**



Model Fit:  $\chi^2= 18.03$ ,  $df=13$ ,  $p> 0.1$ ,  $RMSEA= 0.074$ ,  $CFI= 0.970$ ,  $TLI= 0.951$ ,  $BIC=1153.587$



^ indicates an aggregation.

**Table 3.18: Testing Indirect Effects of the Optimized Model on the Group Level**

Path	Percentile BS95 Lower	Percentile BS95 Upper	BCa BS95 Lower	BCa BS95 Upper
Cultural Coaching-->Locals' Trust^-->Social Adjustment	-0.15	0.02	-0.17	0.01
<i>Cultural Coaching--&gt;Locals' Trust^--&gt;LFII^</i>	<i>-0.37</i>	<i>-0.12</i>	<i>-0.39</i>	<i>-0.14</i>

**NOTE:** Cultural Coaching=Cultural Coaching of Japanese PCN expatriate, Locals' Trust=Average trust of local American colleague in Japanese PCN expatriate, Social Adjustment=social adjustment of Japanese PCN expatriate, LFII =average future interaction intention of local in set with Japanese PCN Expatriate; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates an aggregation from the lower level to the higher level. *Italics* indicate support for an indirect effect. Listwise deletion: N=71 (Number of groups/PCN expatriates)

**Table 3.19: Aggregation Statistics**

	ICC1	Anova	ICC2	Rwg(j) (Median)
Locals' Trust	0.46	***	0.64	0.96
Local Future Interaction Intention (LFII)	0.28	**	0.45	0.95
Interpersonal Sensitivity	0.31	***	0.48	0.96
Helping	0.30	***	0.47	0.79
Out-of-work interaction	0.11		0.21	0.57
PCN Expatriate English Ability	0.42	***	0.64	0.75

**NOTE:** All measured by local American Colleagues

**Table 3.20: Cross-Level/Dyadic Correlations and General Statistics**

		mean	sd	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Cultural Adaptation	4.66	0.72	<i>0.69</i>													
2	Cultural Coaching	4.01	1.2	0.05	<i>0.9</i>												
3	Cultural Fusion	4.09	1.1	0.18*	0.67***	<i>0.82</i>											
4	Interpersonal Sensitivity <sup>^</sup>	5.18	0.62	0.22**	-0.35***	-0.15*											
5	Helping <sup>^</sup>	3.21	1.08	0.08	-0.22**	-0.04	0.64***										
6	Interpersonal Sensitivity <sup>`</sup>	0.00	0.53	0	0	0	0	0									
7	Helping <sup>`</sup>	0.00	0.91	0	0	0	0	0	0.24**								
8	Out-of-Work Interaction	3.19	1.36	0.21**	-0.06	0.06	0.29***	0.29***	0.12	0.37***	<i>0.89</i>						
9	NTB	4.13	0.83	-0.08	-0.21**	-0.16*	0.25***	0.24**	0.07	0.01	0.06	<i>0.8</i>					
10	ETR	2.44	1.01	-0.08	0.12	0	-0.18*	-0.22**	0.05	0.08	0.06	0.06	<i>0.79</i>				
11	Trustworthiness-Ability	5.23	0.9	0.05	-0.33***	-0.21**	0.68***	0.52***	0.31***	0.18*	0.33***	0.25***	-0.05	<i>0.96</i>			
12	Trustworthiness-Benevolence	4.55	1.00	0.1	-0.21**	-0.05	0.54***	0.51***	0.39***	0.34***	0.43***	0.25***	-0.06	0.64***	<i>0.89</i>		
13	Trustworthiness-Integrity	5.04	0.83	0.14†	-0.26***	-0.1	0.69***	0.51***	0.36***	0.2**	0.36***	0.23**	-0.12	0.77***	0.71***	<i>0.93</i>	
14	Local's Trust	5.00	1.00	-0.03	-0.33***	-0.17*	0.62***	0.52***	0.34***	0.21**	0.35***	0.28***	-0.06	0.88***	0.7***	0.75***	<i>0.95</i>

**NOTE:** Cultural Adaptation=Cultural Adaptation of Japanese PCN expatriate, Cultural Coaching=Cultural Coaching of Japanese PCN expatriate, Cultural Fusion=Cultural Fusion of Japanese PCN expatriate, Interpersonal Sensitivity=Interpersonal Sensitivity of Japanese PCN expatriate to Local American Colleague, Helping=Helping of Japanese PCN expatriate to Local American Colleagues, Out-of-Work=Out-of-work interaction between Japanese PCN expatriate and local American colleague, NTB=Need-to-belong of local American colleague, ETR=Essentialist theory of race of local American colleague, Ability=Ability-Trustworthiness assessment by local American colleague of Japanese PCN expatriate, Benevolence=Benevolence-trustworthiness assessment by local American colleague of Japanese PCN expatriate, Integrity=Integrity-trustworthiness assessment by local colleague of Japanese PCN expatriate, Trust=Trust of local American colleague in Japanese PCN expatriate; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates an aggregation from the lower level to the higher level; Higher level values assigned down to the lower level; ` indicates group-mean centered variable; Where appropriate, alphas are on the diagonal in *italics*

**Table 3.21: Variability in Dyadic (Intermediate) Dependent Variables**

Variable	Model Type	Df	AIC	BIC	logLik	Test	L.Ratio	p-value
Ability	No cross-group variance	2	464.01	470.32	-230.00			
	With cross-group variance	3	432.16	441.64	-213.08	1 vs 2	33.85	0.00
Benevolence	No cross-group variance	2	488.81	495.12	-242.40			
	With cross-group variance	3	480.39	489.86	-237.19	1 vs 2	10.42	0.00
Integrity	No cross-group variance	2	433.76	440.08	-214.88			
	With cross-group variance	3	417.49	426.97	-205.75	1 vs 2	18.27	0.00
Trust	No cross-group variance	2	501.67	507.99	-248.84			
	With cross-group variance	3	480.93	490.41	-237.47	1 vs 2	22.74	0.00

**NOTE:** Ability=Ability-Trustworthiness assessment by local American colleague of Japanese PCN expatriate, Benevolence=Benevolence-trustworthiness assessment by local American colleague of Japanese PCN expatriate, Integrity=Integrity-trustworthiness assessment by local colleague of Japanese PCN expatriate, Trust=Trust of local American colleague in Japanese PCN expatriate.

**Table 3.22: Summary of Cross-Level and Dyadic Hypothesized Mediation Tests**

H		Path Description	Path C	Path A	Path B	Path C'	MTest95L	MTest95U	Sobel95L	Sobel95U
<b>Cross-Level Mediation (Cultural Strategies)</b>										
4	A	Cultural Adaptation'-->Ability-Trustworthiness'-->Trust	-0.24**	-0.06	0.71**	-0.18**	-0.13	0.04		
	B	Cultural Adaptation'-->Benevolence-Trustworthiness'-->Trust	-0.24**	-0.04	0.16**	-0.18**	-0.04	0.02		
	C	Cultural Adaptation'-->Integrity-Trustworthiness'-->Trust	-0.24**	-0.01	0.11	-0.18**	-0.02	0.01		
5	A	Cultural Coaching'-->Ability-Trustworthiness'-->Trust	-0.1†	-0.02	0.71**	-0.08†	-0.08	0.05		
	B	Cultural Coaching'-->Benevolence-Trustworthiness'-->Trust	-0.1†	-0.08	0.16**	-0.08†	-0.04	0.01		
6		Cultural Fusion'-->Ability-Trustworthiness'-->Trust	-0.01	-0.09†	0.71**	0.07	-0.13	0.00		
<b>Dyadic Mediation (Individuated Strategies)</b>										
7	A	<i>Interpersonal Sensitivity`--&gt;Benevolence-Trustworthiness'--&gt;Trust</i>	0.56**	0.34**	0.16**	0.06	0.01	0.11	0.00	0.11
	B	Interpersonal Sensitivity'-->Integrity-Trustworthiness'-->Trust	0.56**	0.23**	0.11	0.06	-0.01	0.08	-0.02	0.07
8	A	Helping'-->Ability-Trustworthiness'-->Trust	0.14*	0.07	0.71**	0.02	-0.01	0.11	-0.01	0.11
	B	<i>Helping`--&gt;Benevolence-Trustworthiness'--&gt;Trust</i>	0.14*	0.17**	0.16**	0.02	0.01	0.06	0.00	0.05
	C	Helping'-->Integrity-Trustworthiness'-->Trust	0.14*	0	0.11	0.02	-0.01	0.01	-0.01	0.01
9	A	Out-of-Work Interaction'-->Benevolence-Trustworthiness'-->Trust	0.04	0.09*	0.16**	0.02	0.00	0.03	0.00	0.03
	B	Out-of-Work Interaction'-->Integrity-Trustworthiness'-->Trust	0.04	0.01	0.11	0.02	-0.01	0.01	-0.01	0.01

**NOTE:** ^ indicates a lower level aggregation to higher level; ` indicates group-mean centering (centered within cluster); ' indicates grand-mean centering; Company differences are controlled at Level 3. †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001. PathC: Direct effect of IV on DV (Preacher & Selig, 2012). PathA: Effect of IV on Mediator (Preacher & Selig, 2012). PathB: Effect of Mediator on DV, controlling IV (Preacher & Selig, 2012). PathC': Effect of IV on DV, controlling Mediator (Preacher & Selig, 2012). "MTest" represents a 95% Confidence interval created by the distribution of product method (MacKinnon et al., 2004). "Sobel" represents a 95% Confidence interval created by the delta method popularized by Sobel (1982). "CBCABS" represents a 95% Confidence interval created by the Case-based biased-corrected accelerated non-parametric bootstrapping method of 5000 iterations (Efron, 1988). *Italics*: Mediation that is statistically supported.

**Table 3.23: Strategies-Trustworthiness-Local's Trust**

	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6		Model 7	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	2.81***	0.46	4.06***	0.37	4.03***	0.35	3.07***	0.44	4.12***	0.31	4.81***	0.24	4.87***	0.25
Level 1														
Expatriate of Higher Rank <sup>ˆ</sup>	0.27†	0.15	0.38**	0.13	0.28*	0.12	0.3*	0.15	0.28*	0.11	0.13	0.08	0.13	0.08
Expatriate of Lower Rank <sup>ˆ</sup>	0.19	0.19	-0.02	0.16	-0.03	0.14	0.15	0.18	-0.08	0.13	-0.09	0.1	-0.08	0.1
Local Sex <sup>ˆ</sup>	0.1	0.17	0.08	0.15	0.04	0.13	0.13	0.16	0.06	0.12	0.16†	0.09	0.16†	0.09
Local Visit Japan <sup>ˆ</sup>	-0.08	0.13	-0.08	0.12	-0.05	0.1	0	0.14	0.04	0.1	-0.04	0.07	0	0.08
Interpersonal Sensitivity <sup>ˆ</sup>					0.55***	0.09			0.56***	0.09			0.06	0.08
Helping <sup>ˆ</sup>					0.17**	0.06			0.14*	0.06			0.02	0.04
Out-of-Work Interaction <sup>ˆ</sup>					0.01	0.04			0.04	0.04			0.02	0.03
Ability-Trustworthiness <sup>ˆ</sup>											0.75***	0.07	0.71***	0.08
Benevolence-Trustworthiness <sup>ˆ</sup>											0.2***	0.05	0.16**	0.06
Integrity-Trustworthiness <sup>ˆ</sup>											0.11	0.08	0.11	0.08
Level 2														
Expatriate English Ability <sup>ˆ</sup>	0.64***	0.1	0.3**	0.08	0.3***	0.08	0.58***	0.1	0.28***	0.07	0.04	0.06	0.03	0.06
Length of Posting Completion	-0.03	0.03	-0.02	0.02	-0.02	0.02	-0.03	0.02	-0.03†	0.02	0	0.01	-0.01	0.01
Visit to USA Prior to Posting	-0.3†	0.16	-0.17	0.12	-0.16	0.11	-0.24	0.16	-0.06	0.1	0.03	0.08	0.07	0.08
Interpersonal Sensitivity <sup>ˆ</sup>			0.69***	0.13	0.67***	0.12			0.69***	0.11			0.03	0.11
Helping <sup>ˆ</sup>			0.18*	0.07	0.17*	0.07			0.16*	0.06			0.04	0.05
Cultural Adaptation <sup>ˆ</sup>							-0.1	0.11	-0.24**	0.07			-0.18**	0.06
Cultural Coaching <sup>ˆ</sup>							-0.25**	0.08	-0.1†	0.06			-0.08†	0.04
Cultural Fusion <sup>ˆ</sup>							0.05	0.09	-0.01	0.06			0.07	0.05
~Rsqr	0.28		0.5		0.63		0.35		0.67		0.81		0.82	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ˆ indicates group-mean centering (centered within cluster); ˆ indicates grand-mean centering; Company differences are controlled at Level 3.

**Table 3.24: Predicting PCN Expatriate Ability-Trustworthiness; Direct Effects**

	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	2.99***	0.41	4.11***	0.3	4.03***	0.3	3.14***	0.4	4.04***	0.28	4.19***	0.26
Level 1												
Expatriate of Higher Rank´	0.2	0.13	0.19†	0.11	0.16†	0.1	0.21†	0.13	0.16†	0.09	0.1	0.09
Expatriate of Lower Rank´	0.27†	0.15	0.03	0.13	0.06	0.11	0.23	0.15	0.03	0.11	-0.05	0.1
Local Sex´	-0.09	0.14	-0.12	0.12	-0.16	0.1	-0.1	0.14	-0.17	0.1	-0.14	0.09
Local Visit Japan´	-0.03	0.11	-0.03	0.1	0	0.08	0.01	0.11	0.05	0.09	0.04	0.08
Interpersonal Sensitivity`					0.48***	0.07			0.48***	0.07	0.22**	0.08
Helping`					0.12**	0.05			0.11*	0.05	0.07	0.04
Out-of-Work Interaction´					-0.01	0.03			0	0.03	-0.02	0.03
Benevolence-Trustworthiness´											0.05	0.06
Integrity-Trustworthiness´											0.42***	0.08
Level 2												
Expatriate English Ability^	0.65***	0.09	0.33***	0.07	0.35***	0.07	0.61***	0.09	0.35***	0.06	0.3***	0.06
Length of Posting Completion	-0.02	0.02	-0.01	0.02	-0.01	0.02	-0.02	0.02	-0.02	0.01	-0.01	0.01
Visit to USA Prior to Posting	-0.36*	0.15	-0.21*	0.1	-0.2*	0.1	-0.3*	0.14	-0.13	0.09	-0.14	0.08
Interpersonal Sensitivity^^			0.71***	0.11	0.7***	0.1			0.68***	0.1	0.33**	0.11
Helping^^			0.11†	0.06	0.11†	0.06			0.11*	0.05	0.07	0.05
Cultural Adaptation´							0.04	0.1	-0.09	0.07	-0.06	0.06
Cultural Coaching´							-0.17*	0.07	-0.03	0.05	-0.02	0.05
Cultural Fusion´							-0.04	0.08	-0.09†	0.05	-0.09†	0.05
~Rsqr	0.36		0.59		0.69		0.42		0.72		0.77	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ` indicates group-mean centering (centered within cluster); ´ indicates grand-mean centering; Company differences are controlled at Level 3.

**Table 3.25A: Predicting PCN Expatriate Ability-Trustworthiness; ETR Moderating Cultural Strategies**

	Model 1		Model 2		Model 3		Model 4		Model 5	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	4.2***	0.26	4.2***	0.26	3.99***	0.24	4.03***	0.25	3.99***	0.25
Level 1										
Expatriate of Higher Rank <sup>ˆ</sup>	0.1	0.09	0.11	0.09	0.11	0.08	0.09	0.08	0.07	0.08
Expatriate of Lower Rank <sup>ˆ</sup>	-0.06	0.1	-0.05	0.1	0.03	0.1	0.01	0.1	0	0.1
Local Sex <sup>ˆ</sup>	-0.13	0.09	-0.15	0.09	-0.16†	0.09	-0.16†	0.09	-0.17†	0.09
Local Visit Japan <sup>ˆ</sup>	0.05	0.08	0.05	0.08	0.02	0.07	0.03	0.08	0.02	0.08
Interpersonal Sensitivity <sup>ˆ</sup>	0.22**	0.08	0.22**	0.08	0.19*	0.08	0.19*	0.08	0.19*	0.08
Helping <sup>ˆ</sup>	0.07	0.04	0.07	0.04	0.06	0.04	0.07†	0.04	0.07	0.04
Out-of-Work Interaction <sup>ˆ</sup>	-0.02	0.03	-0.02	0.03	-0.02	0.03	-0.03	0.03	-0.03	0.03
Benevolence-Trustworthiness <sup>ˆ</sup>	0.05	0.06	0.05	0.06	0.1†	0.06	0.09	0.06	0.1	0.06
Integrity-Trustworthiness <sup>ˆ</sup>	0.42***	0.08	0.42***	0.08	0.38***	0.07	0.39***	0.08	0.38***	0.08
ETR <sup>ˆ</sup>			0.03	0.05	0.05	0.05	0.04	0.05	0.04	0.05
Level 2										
Expatriate English Ability <sup>ˆ</sup>	0.3***	0.06	0.3***	0.06	0.34***	0.06	0.33***	0.06	0.34***	0.06
Length of Posting Completion	-0.01	0.01	-0.01	0.01	-0.01	0.01	0	0.01	0	0.01
Visit to USA Prior to Posting	-0.13	0.09	-0.13	0.09	-0.13	0.08	-0.14	0.08	-0.15†	0.08
Interpersonal Sensitivity <sup>ˆ</sup>	0.34**	0.11	0.34**	0.11	0.31**	0.11	0.33**	0.11	0.32**	0.11
Helping <sup>ˆ</sup>	0.08	0.05	0.08	0.05	0.07	0.05	0.07	0.05	0.06	0.05
Cultural Adaptation <sup>ˆ</sup>	-0.06	0.06	-0.06	0.06	-0.02	0.06	-0.02	0.06	0	0.06
Cultural Coaching <sup>ˆ</sup>	-0.02	0.05	-0.02	0.05	0.03	0.05	0.03	0.05	0.03	0.05
Cultural Fusion <sup>ˆ</sup>	-0.09†	0.05	-0.09†	0.05	-0.16**	0.05	-0.13**	0.05	-0.14**	0.05
ETR <sup>ˆ</sup>	0.04	0.06	0	0.08	-0.01	0.07	-0.03	0.08	-0.03	0.07
Cultural Adaptation <sup>ˆ</sup> X ETR <sup>ˆ</sup>					0.13	0.1				
Cultural Coaching <sup>ˆ</sup> X ETR <sup>ˆ</sup>							0	0.06		
Cultural Fusion <sup>ˆ</sup> X ETR <sup>ˆ</sup>									0	0.07
Cultural Adaptation <sup>ˆ</sup> X ETR <sup>ˆ</sup>					0.05	0.07				
Cultural Coaching <sup>ˆ</sup> X ETR <sup>ˆ</sup>							0.02	0.04		
Cultural Fusion <sup>ˆ</sup> X ETR <sup>ˆ</sup>									-0.04	0.05
~Rsqr	0.77		0.77		0.77		0.76		0.76	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ˆ indicates group-mean centering (centered within cluster); ˆ indicates grand-mean centering; Company differences are controlled at Level 3. Right of double line: non-hypothesized interactions.

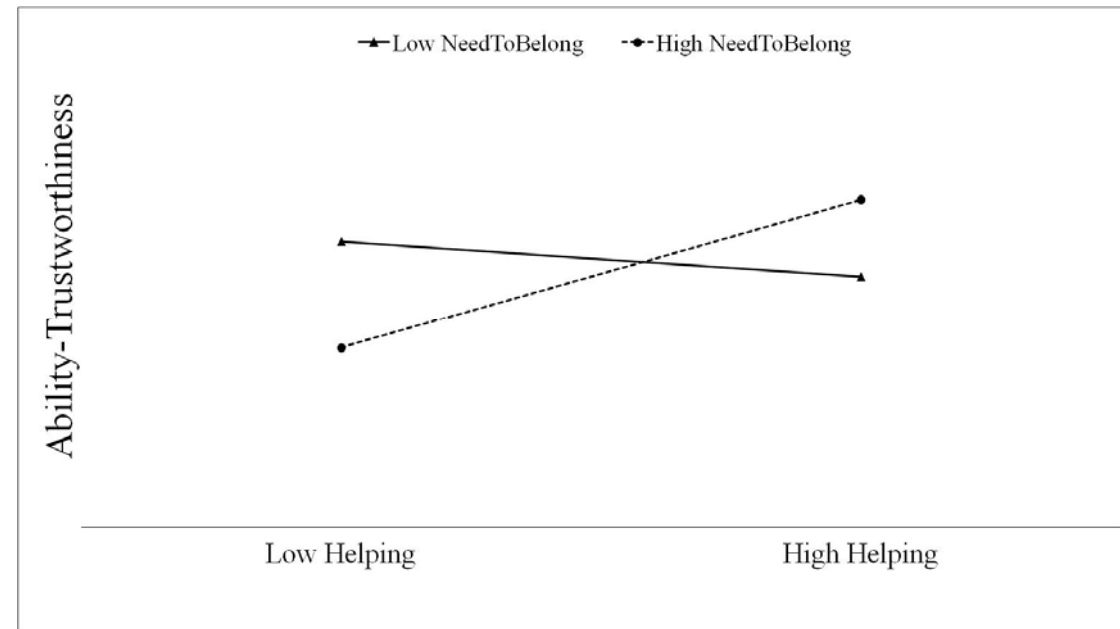
**Table 3.25B: Predicting PCN Expatriate Ability-Trustworthiness; NTB Moderating Individuated Strategies**

	Model 1		Model 2		Model 3		Model 4		Model 5	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	4.18***	0.26	4.18***	0.26	4.02***	0.25	3.93***	0.24	3.99***	0.25
Level 1										
Expatriate of Higher Rank´	0.1	0.09	0.11	0.09	0.07	0.08	0.05	0.08	0.07	0.09
Expatriate of Lower Rank´	-0.06	0.1	-0.05	0.1	-0.01	0.1	-0.03	0.1	0	0.1
Local Sex´	-0.13	0.09	-0.14	0.09	-0.12	0.09	-0.16†	0.09	-0.15†	0.09
Local Visit Japan´	0.04	0.08	0.05	0.08	0.04	0.08	0.02	0.07	0.03	0.08
Interpersonal Sensitivity´	0.22**	0.08	0.22**	0.08	0.2*	0.08	0.18*	0.08	0.2*	0.08
Helping´	0.07	0.04	0.07	0.04	0.06	0.04	0.07	0.04	0.07	0.04
Out-of-Work Interaction´	-0.02	0.03	-0.02	0.03	-0.04	0.03	-0.04	0.03	-0.03	0.03
Benevolence-Trustworthiness´	0.05	0.06	0.05	0.06	0.09	0.06	0.11†	0.06	0.08	0.06
Integrity-Trustworthiness´	0.42***	0.08	0.42***	0.08	0.4***	0.08	0.37***	0.08	0.4***	0.08
NTB´			-0.03	0.06	-0.02	0.06	0.01	0.07	-0.02	0.07
Helping´ X NTB´					0.12†	0.07				
Interpersonal Sensitivity´ X NTB´							-0.18	0.12		
Out-of-Work Interaction´ X NTB´									0.01	0.04
Level 2										
Expatriate English Ability^	0.3***	0.06	0.3***	0.06	0.33***	0.06	0.35***	0.06	0.34***	0.06
Length of Posting Completion	-0.01	0.01	-0.01	0.01	0	0.01	0	0.01	0	0.01
Visit to USA Prior to Posting	-0.13	0.08	-0.13	0.09	-0.15†	0.08	-0.13†	0.08	-0.14†	0.08
Interpersonal Sensitivity^^	0.32**	0.11	0.32**	0.11	0.3**	0.11	0.28*	0.1	0.29*	0.11
Helping^^	0.07	0.05	0.07	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Cultural Adaptation´	-0.06	0.06	-0.06	0.06	0	0.06	0.02	0.06	0	0.06
Cultural Coaching´	-0.02	0.05	-0.02	0.05	0.02	0.04	0.03	0.04	0.03	0.05
Cultural Fusion´	-0.09†	0.05	-0.09†	0.05	-0.12*	0.05	-0.13**	0.05	-0.13*	0.05
NTB^^	0.05	0.07	0.08	0.09	0.08	0.09	0.11	0.1	0.09	0.09
Cross-level Interaction										
Helping´ X NTB^^					-0.19*	0.09				
Interpersonal Sensitivity´ X NTB^^							-0.02	0.15		
Out-of-Work Interaction´ X NTB^^									-0.05	0.06
~Rsqr	0.77		0.77		0.76		0.75		0.76	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ´ indicates group-mean centering (centered within cluster); ´ indicates grand-mean centering; Company differences are controlled at Level 3. Right of double line: non-hypothesized interactions. **Engraving:** plotted interaction.



**Figure 3.26: Interaction Plot: (Group Centered) Helping X NTB on Ability-Trustworthiness**



**Table 3.27: Predicting PCN Expatriate Benevolence-Trustworthiness; Direct Effects**

	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	3.54***	0.47	4.74***	0.4	4.86***	0.36	3.81***	0.47	4.93***	0.37	5.23***	0.36
Level 1												
Expatriate of Higher Rank´	0.18	0.16	0.33*	0.14	0.17	0.12	0.23	0.16	0.18	0.12	0.12	0.11
Expatriate of Lower Rank´	0.27	0.2	0.12	0.17	0.1	0.14	0.24	0.19	0.1	0.14	0.02	0.13
Local Sex´	0.08	0.18	-0.02	0.16	-0.04	0.12	0.09	0.18	-0.04	0.13	0	0.12
Local Visit Japan´	0.02	0.14	0.02	0.13	0.03	0.1	0.04	0.15	0.05	0.1	0.03	0.1
Interpersonal Sensitivity`					0.6***	0.09			0.6***	0.09	0.34***	0.1
Helping`					0.22***	0.05			0.22***	0.06	0.17**	0.05
Out-of-Work Interaction´					0.1*	0.04			0.1*	0.04	0.09*	0.04
Ability-Trustworthiness´											0.09	0.1
Integrity-Trustworthiness´											0.41***	0.1
Level 2												
Expatriate English Ability^	0.36**	0.1	0.01	0.09	-0.02	0.08	0.29**	0.1	-0.03	0.08	-0.1	0.09
Length of Posting Completion	-0.03	0.03	-0.02	0.02	-0.02	0.02	-0.03	0.03	-0.03	0.02	-0.03	0.02
Visit to USA Prior to Posting	-0.23	0.17	-0.07	0.13	-0.09	0.12	-0.26	0.17	-0.08	0.12	-0.09	0.12
Interpersonal Sensitivity^^			0.63***	0.14	0.57***	0.12			0.56***	0.13	0.19	0.15
Helping^^			0.25**	0.07	0.23**	0.07			0.22**	0.07	0.17*	0.07
Cultural Adaptation´							0.11	0.12	-0.05	0.09	-0.04	0.08
Cultural Coaching´							-0.21*	0.09	-0.07	0.07	-0.08	0.06
Cultural Fusion´							0.12	0.1	0.05	0.07	0.08	0.07
~Rsqr	0.12		0.38		0.6		0.17		0.6		0.66	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ` indicates group-mean centering (centered within cluster); ´ indicates grand-mean centering; Company differences are controlled at Level 3.

**Table 3.28A: Predicting PCN Expatriate Benevolence-Trustworthiness; ETR Moderating Cultural Strategies**

	Model 1		Model 2		Model 3		Model 4		Model 5	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	5.24***	0.36	5.24***	0.36	5.29***	0.35	5.28***	0.36	5.42***	0.34
Level1										
Expatriate of Higher Rank´	0.12	0.11	0.12	0.11	0.16	0.1	0.14	0.11	0.15	0.1
Expatriate of Lower Rank´	0	0.13	0	0.13	0.07	0.13	0.06	0.13	0.03	0.13
Local Sex´	0.01	0.12	0.01	0.12	0.03	0.12	0.04	0.12	0.05	0.11
Local Visit Japan´	0.05	0.1	0.05	0.1	0.03	0.09	0.03	0.1	0.03	0.09
Interpersonal Sensitivity`	0.34***	0.1	0.34***	0.1	0.29**	0.1	0.31**	0.1	0.29**	0.1
Helping`	0.17**	0.05	0.17**	0.05	0.17**	0.05	0.17**	0.05	0.17**	0.05
Out-of-Work Interaction´	0.08*	0.04	0.08†	0.04	0.1*	0.04	0.1*	0.04	0.1*	0.04
Ability-Trustworthiness´	0.09	0.1	0.09	0.1	0.11	0.1	0.11	0.1	0.14	0.1
Integrity-Trustworthiness´	0.41***	0.1	0.41***	0.1	0.35***	0.1	0.36***	0.1	0.33**	0.1
ETR´			-0.01	0.06	-0.02	0.06	-0.01	0.06	-0.02	0.06
Level2										
Expatriate English Ability^	-0.11	0.09	-0.11	0.09	-0.13	0.08	-0.12	0.08	-0.16*	0.08
Length of Posting Completion	-0.03	0.02	-0.03	0.02	-0.03	0.02	-0.02	0.02	-0.02	0.02
Visit to USA Prior to Posting	-0.07	0.12	-0.07	0.12	-0.08	0.12	-0.1	0.12	-0.07	0.11
Interpersonal Sensitivity^^	0.2	0.15	0.2	0.15	0.26†	0.14	0.25†	0.14	0.3*	0.13
Helping^^	0.19**	0.07	0.19**	0.07	0.17*	0.07	0.17*	0.07	0.19**	0.06
Cultural Adaptation´	-0.03	0.08	-0.03	0.08	-0.06	0.08	-0.05	0.08	-0.12	0.08
Cultural Coaching´	-0.08	0.06	-0.08	0.06	-0.05	0.06	-0.07	0.06	-0.06	0.06
Cultural Fusion´	0.08	0.07	0.08	0.07	0.12†	0.06	0.12†	0.07	0.18**	0.06
ETR^^	0.07	0.08	0.08	0.11	0.01	0.1	0.05	0.1	0.04	0.1
Cultural Adaptation´ X ETR^^							0.01	0.15		
Cultural Coaching´ X ETR^^					0.11	0.08				
Cultural Fusion´ X ETR^^									0.28**	0.1
Cross-level Interaction										
Cultural Adaptation´ X ETR´							-0.07	0.09		
Cultural Coaching´ X ETR´					-0.02	0.05				
Cultural Fusion´ X ETR´									-0.03	0.05
~Rsqr	0.66		0.66		0.59		0.61		0.6	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ` indicates group-mean centering (centered within cluster); ´ indicates grand-mean centering; Company differences are controlled at Level 3. Right of double line: non-hypothesized interactions.

**Table 3.28B: Predicting PCN Expatriate Benevolence-Trustworthiness; NTB Moderating Individuated Strategies**

	Model 1		Model 2		Model 3		Model 4		Model 5	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	5.22***	0.36	5.22***	0.37	5.3***	0.36	5.3***	0.35	5.28***	0.36
Level 1										
Expatriate of Higher Rank´	0.12	0.11	0.11	0.11	0.15	0.1	0.14	0.1	0.13	0.11
Expatriate of Lower Rank´	0.02	0.13	0	0.13	0.08	0.13	0.05	0.13	0.06	0.13
Local Sex´	0	0.12	0.02	0.12	0.05	0.11	0.05	0.12	0.02	0.11
Local Visit Japan´	0.04	0.1	0.03	0.1	0	0.1	0.03	0.09	0.05	0.09
Interpersonal Sensitivity´	0.34***	0.1	0.33***	0.1	0.27**	0.1	0.27**	0.1	0.28**	0.1
Helping´	0.17**	0.05	0.17**	0.05	0.16**	0.05	0.16**	0.05	0.15**	0.05
Out-of-Work Interaction´	0.08*	0.04	0.09*	0.04	0.12**	0.04	0.11**	0.04	0.12**	0.04
Ability-Trustworthiness´	0.09	0.1	0.09	0.1	0.12	0.1	0.16	0.1	0.1	0.1
Integrity-Trustworthiness´	0.41***	0.1	0.4***	0.1	0.35***	0.1	0.34***	0.1	0.38***	0.1
NTB´			0.08	0.07	0.11	0.08	0.11	0.09	0.12	0.08
Helping´ X NTB´					0.05	0.1				
Interpersonal Sensitivity´ X NTB´							0.22	0.15		
Out-of-Work Interaction´ X NTB´									0.01	0.06
Level 2										
Expatriate English Ability^	-0.1	0.09	-0.1	0.09	-0.12	0.08	-0.12	0.08	-0.11	0.08
Length of Posting Completion	-0.03	0.02	-0.03	0.02	-0.03	0.02	-0.03	0.02	-0.03	0.02
Visit to USA Prior to Posting	-0.09	0.12	-0.09	0.12	-0.11	0.12	-0.1	0.11	-0.11	0.12
Interpersonal Sensitivity^^	0.18	0.15	0.18	0.15	0.25†	0.14	0.22	0.14	0.21	0.14
Helping^^	0.17*	0.07	0.17*	0.07	0.16*	0.07	0.15*	0.06	0.16*	0.07
Cultural Adaptation´	-0.03	0.08	-0.03	0.08	-0.05	0.08	-0.05	0.08	-0.05	0.08
Cultural Coaching´	-0.08	0.06	-0.07	0.06	-0.07	0.06	-0.08	0.06	-0.09	0.06
Cultural Fusion´	0.08	0.07	0.08	0.07	0.12†	0.07	0.13†	0.07	0.13†	0.07
NTB^^	0.03	0.1	-0.05	0.12	-0.12	0.12	-0.15	0.13	-0.13	0.12
Cross-level Interaction										
Helping´ X NTB^^					-0.02	0.11				
Interpersonal Sensitivity´ X NTB^^							-0.17	0.19		
Out-of-Work Interaction´ X NTB^^									-0.11	0.08
~Rsqr	0.66		0.66		0.59		0.59		0.6	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ´ indicates group-mean centering (centered within cluster); ´ indicates grand-mean centering; Company differences are controlled at Level 3.

**Table 3.29: Predicting PCN Expatriate Integrity-Trustworthiness; Direct Effects**

	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	3.62***	0.36	4.68***	0.29	4.67***	0.26	3.79***	0.36	4.67***	0.26	5.04***	0.24
Level 1												
Expatriate of Higher Rank <sup>ˆ</sup>	0.11	0.13	0.21*	0.11	0.11	0.09	0.15	0.13	0.11	0.09	0.02	0.08
Expatriate of Lower Rank <sup>ˆ</sup>	0.36*	0.15	0.25*	0.13	0.2†	0.11	0.34*	0.15	0.2†	0.11	0.19*	0.09
Local Sex <sup>ˆ</sup>	0.08	0.14	-0.04	0.12	-0.04	0.1	0.08	0.14	-0.05	0.1	0.01	0.09
Local Visit Japan <sup>ˆ</sup>	-0.04	0.11	-0.05	0.1	0	0.08	-0.01	0.12	0.01	0.08	-0.02	0.07
Interpersonal Sensitivity <sup>ˆ</sup>					0.54***	0.07			0.54***	0.07	0.23**	0.08
Helping <sup>ˆ</sup>					0.09†	0.05			0.08†	0.05	0	0.04
Out-of-Work Interaction <sup>ˆ</sup>					0.03	0.03			0.03	0.03	0.01	0.03
Ability-Trustworthiness <sup>ˆ</sup>											0.37***	0.07
Benevolence-Trustworthiness <sup>ˆ</sup>											0.22***	0.05
Level 2												
Expatriate English Ability <sup>ˆ</sup>	0.43***	0.08	0.11	0.07	0.11†	0.06	0.39***	0.08	0.11†	0.06	-0.01	0.06
Length of Posting Completion	-0.02	0.02	-0.01	0.02	0	0.01	-0.02	0.02	-0.01	0.01	0.01	0.01
Visit to USA Prior to Posting	-0.19	0.13	0	0.09	-0.02	0.08	-0.2	0.13	0.01	0.08	0.1	0.07
Interpersonal Sensitivity <sup>ˆˆ</sup>			0.78***	0.1	0.75***	0.09			0.76***	0.09	0.39***	0.1
Helping <sup>ˆˆ</sup>			0.08	0.06	0.07	0.05			0.07	0.05	-0.01	0.04
Cultural Adaptation <sup>ˆ</sup>							0.11	0.09	-0.04	0.06	-0.01	0.05
Cultural Coaching <sup>ˆ</sup>							-0.13†	0.07	0	0.05	0.01	0.04
Cultural Fusion <sup>ˆ</sup>							0.05	0.08	-0.03	0.05	0	0.04
~Rsqr	0.22		0.53		0.67		0.26		0.68		0.76	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ˆ indicates group-mean centering (centered within cluster); ˆ indicates grand-mean centering; Company differences are controlled at Level 3.

**Table 3.30A: Predicting PCN Expatriate Integrity-Trustworthiness; ETR Moderating Cultural Strategies**

	Model 1		Model 2		Model 3		Model 4		Model 5	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	5.03***	0.24	5.03***	0.24	5.05***	0.24	5.03***	0.24	5.03***	0.24
Level 1										
Expatriate of Higher Rank´	0.02	0.08	0.01	0.08	0.01	0.08	0.01	0.08	0.01	0.08
Expatriate of Lower Rank´	0.2* <sup>†</sup>	0.09	0.19*	0.09	0.19†	0.1	0.19†	0.1	0.19†	0.1
Local Sex´	0.01	0.09	0.02	0.09	0.02	0.09	0.02	0.09	0.02	0.09
Local Visit Japan´	-0.03	0.07	-0.03	0.07	-0.03	0.08	-0.04	0.08	-0.03	0.08
Interpersonal Sensitivity´	0.23**	0.08	0.23**	0.08	0.23**	0.08	0.23**	0.08	0.23**	0.08
Helping´	-0.01	0.04	0	0.04	0	0.04	-0.01	0.04	0	0.04
Out-of-Work Interaction´	0.01	0.03	0.01	0.03	0.01	0.03	0.01	0.03	0.01	0.03
Ability-Trustworthiness´	0.37***	0.07	0.37***	0.07	0.38***	0.07	0.37***	0.07	0.37***	0.07
Benevolence-Trustworthiness´	0.22***	0.05	0.22***	0.05	0.22***	0.06	0.22***	0.06	0.22***	0.06
ETR´			-0.04	0.05	-0.04	0.05	-0.03	0.05	-0.03	0.05
Level 2										
Expatriate English Abilityˆ	-0.01	0.06	-0.01	0.06	-0.01	0.06	-0.01	0.06	-0.01	0.06
Length of Posting Completion	0	0.01	0	0.01	0	0.01	0	0.01	0	0.01
Visit to USA Prior to Posting	0.09	0.07	0.09	0.07	0.09	0.07	0.08	0.07	0.09	0.08
Interpersonal Sensitivityˆˆ	0.38***	0.1	0.38***	0.1	0.38***	0.1	0.38***	0.1	0.39***	0.1
Helpingˆˆ	-0.02	0.04	-0.02	0.04	-0.02	0.04	-0.02	0.05	-0.02	0.05
Cultural Adaptation´	-0.01	0.05	-0.01	0.05	-0.01	0.05	-0.01	0.05	-0.01	0.06
Cultural Coaching´	0.01	0.04	0.01	0.04	0.01	0.04	0.01	0.04	0.01	0.04
Cultural Fusion´	0	0.04	0	0.04	0.01	0.04	0	0.04	0	0.04
ETRˆˆ	-0.03	0.05	0	0.07	0	0.07	0	0.07	0	0.07
Cultural Adaptation´ X ETRˆˆ					-0.02	0.1				
Cultural Coaching´ X ETRˆˆ							0	0.06		
Cultural Fusion´ X ETRˆˆ									0.03	0.07
Cross-level Interaction										
Cultural Adaptation´ X ETR´					-0.01	0.07				
Cultural Coaching´ X ETR´							-0.02	0.04		
Cultural Fusion´ X ETR´									-0.02	0.05
~Rsqr	0.76		0.76		0.76		0.76		0.76	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ´ indicates group-mean centering (centered within cluster); ´ indicates grand-mean centering; Company differences are controlled at Level 3. Right of double line: non-hypothesized interactions.

**Table 3.30B: Predicting PCN Expatriate Integrity-Trustworthiness; NTB Moderating Individuated Strategies**

	Model 1		Model 2		Model 3		Model 4		Model 5	
	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.	Estimate	s.e.
(Intercept)	5.05***	0.24	5.05***	0.24	5.03***	0.24	5.04***	0.24	5.05***	0.24
Level 1										
Expatriate of Higher Rank´	0.02	0.08	0.02	0.08	0.02	0.08	0.02	0.08	0.03	0.08
Expatriate of Lower Rank´	0.2*	0.09	0.19*	0.09	0.2*	0.09	0.2*	0.09	0.19*	0.09
Local Sex´	0.01	0.09	0.01	0.09	-0.01	0.09	0.02	0.09	0.02	0.09
Local Visit Japan´	-0.03	0.07	-0.03	0.07	-0.04	0.08	-0.04	0.07	-0.06	0.07
Interpersonal Sensitivity´	0.23**	0.08	0.23**	0.08	0.22**	0.08	0.24**	0.08	0.21**	0.08
Helping´	0	0.04	0	0.04	0	0.04	0	0.04	0.01	0.04
Out-of-Work Interaction´	0.01	0.03	0.01	0.03	0.01	0.03	0.01	0.03	0	0.03
Ability-Trustworthiness´	0.37***	0.07	0.37***	0.07	0.38***	0.07	0.37***	0.07	0.36***	0.07
Benevolence-Trustworthiness´	0.22***	0.05	0.22***	0.06	0.21***	0.05	0.22***	0.06	0.23***	0.06
NTB´			0.02	0.06	0.02	0.06	0	0.06	0	0.06
Helping´ X NTB´					-0.1	0.07				
Interpersonal Sensitivity´ X NTB´							-0.09	0.11		
Out-of-Work Interaction´ X NTB´									0.01	0.04
Level 2										
Expatriate English Ability^	-0.02	0.06	-0.02	0.06	-0.01	0.06	-0.02	0.06	-0.02	0.06
Length of Posting Completion	0	0.01	0	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Visit to USA Prior to Posting	0.09	0.07	0.09	0.07	0.08	0.07	0.1	0.07	0.08	0.07
Interpersonal Sensitivity^^	0.4***	0.1	0.4***	0.1	0.39***	0.1	0.4***	0.1	0.41***	0.1
Helping^^	-0.01	0.04	-0.01	0.04	-0.01	0.04	-0.01	0.04	-0.01	0.04
Cultural Adaptation´	-0.01	0.05	-0.01	0.05	-0.01	0.05	-0.01	0.05	-0.01	0.05
Cultural Coaching´	0.01	0.04	0.01	0.04	0.02	0.04	0.01	0.04	0.02	0.04
Cultural Fusion´	0	0.04	0	0.04	-0.01	0.04	0	0.04	-0.01	0.04
NTB^^	-0.04	0.06	-0.06	0.09	-0.06	0.09	-0.03	0.09	-0.05	0.09
Cross-level Interaction										
Helping´ X NTB^^					0.19*	0.09				
Interpersonal Sensitivity´ X NTB^^							0.22	0.16		
Out-of-Work Interaction´ X NTB^^									0.09	0.06
~Rsqr	0.76		0.76		0.77		0.76		0.77	

**NOTE:** Expatriate of Higher Rank: 1= Higher Rank, 0=NOT; Expatriate of Lower Rank: 1=Higher Rank, 0=NOT; Local Sex: 0=Female, 1=Male; Local Visit to Japan: 1=Yes, 2=No; Expatriate English Ability: 1=Very Poor, 2=Poor, 3=Sufficient, 4=Good, 5=Very Good; Length of Posting Completion=<0.5yr, 2=0.5yr, 3=1yr, 4=1.5yr, 5=2yr, 6=2.5yr, 7=3yr, 8=3.5yr, 9=4yr, 10=4.5yr, 11=5yr, 12=>5yr; Visit to USA Prior to Posting: 1=Yes, 0=No; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates a lower level aggregation to higher level; ´ indicates group-mean centering (centered within cluster); ´ indicates grand-mean centering; Company differences are controlled at Level 3

#### APPENDIX 4: SUMMARY OF HYPOTHESES

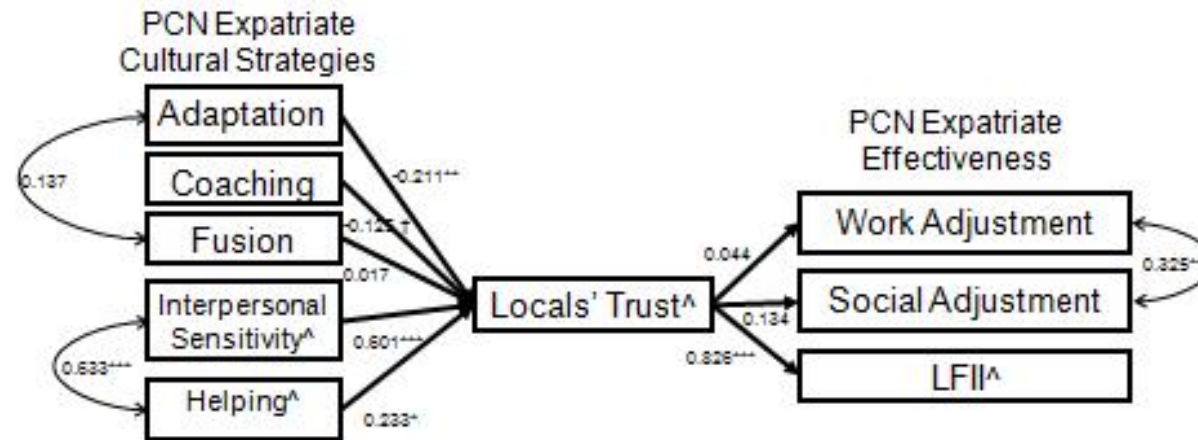
H	Hypothesis Description	Reference	Support
Group Level Mediation			
1	The positive association between cultural adaption and expatriate effectiveness will be mediated by locals' trust.	3.17	Not supported
2	The positive association between cultural coaching and expatriate effectiveness will be mediated by locals' trust.	3.17	Not supported
3	The positive association between cultural fusion and expatriate effectiveness will be mediated by locals' trust.	3.17 3.18	Not supported
Cross-level Mediation			
4	The positive association between cultural adaption and a local's trust will be mediated by		
A	ability-trustworthiness.	3.22	Not supported
B	benevolence-trustworthiness.	3.22	Not supported
C	integrity-trustworthiness.	3.22	Not supported
5	The positive association between cultural coaching and a local's trust will be mediated by		
A	ability-trustworthiness.	3.22	Not supported
B	benevolence-trustworthiness.	3.22	Not supported
6	The positive association between cultural fusion and local's trust will be mediated by ability-trustworthiness.		
Dyadic Mediation			
7	The positive association between interpersonal sensitivity and a local's trust will be mediated by		
A	benevolence-trustworthiness.	3.22	Supported
B	integrity-trustworthiness.	3.22	Not supported
8	The positive association between helping and a local's trust will be mediated by		
A	ability-trustworthiness.	3.22	Not supported
B	benevolence-trustworthiness.	3.22	Supported



C	integrity-trustworthiness.	3.22	Not supported
9	The positive association between out-of-work interaction and a local's trust will be mediated by		
A	benevolence-trustworthiness.	3.22	Not supported
B	integrity-trustworthiness.	3.22	Not supported
Cross-Level Moderation			
10	A local's essential theory of race (ETR) will weaken the positive association between cultural adaptation and integrity-trustworthiness.	3.30A	Not supported
11	A local's essential theory of race (ETR) will weaken the positive association between cultural coaching and benevolence-trustworthiness.	3.28A	Not supported
Dyadic Moderation			
12	A local's NTB will strengthen the positive association between interpersonal sensitivity and		
A	benevolence-trustworthiness.	3.28B	Not supported
B	integrity-trustworthiness.	3.31B	Not supported
13	A local's NTB will strengthen the positive association between helping and		
A	ability-trustworthiness.	3.25B 3.24	Partial Supported
B	benevolence-trustworthiness.	3.28B	Not supported
C	integrity-trustworthiness.	3.30B	Not supported
14	A local's NTB will strengthen the positive association between out-of-work interaction and		
A	benevolence-trustworthiness.	3.28B	Not supported
B	integrity-trustworthiness.	3.30B	Not supported

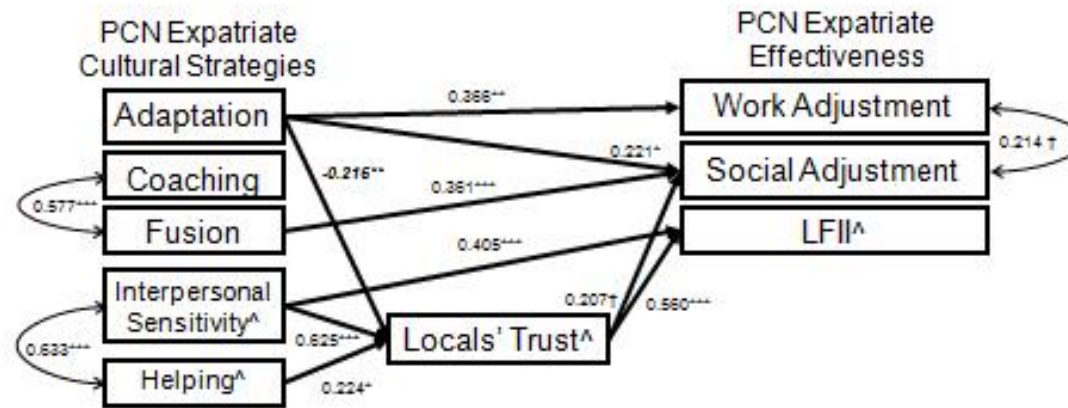
## Appendix 5: Post-Hoc Analysis

**Figure 5.1: Edited Group Level PATH Model**



$\chi^2 = 106.085$ ,  $df = 25$ ,  $p < 0.001$ ,  $RMSEA = 0.214$ ,  $CFI = 0.720$ ,  $TLI = 0.597$ ,  $BIC = 1415.156$

**Figure 5.2: Edited Optimized Group Level PATH Model**



$\chi^2 = 33.950$ ,  $df = 24$ ,  $p < 0.1$ ,  $RMSEA = 0.076$ ,  $CFI = 0.966$ ,  $TLI = 0.948$ ,  $BIC = 1410.289$

**Table 5.3: Testing Indirect Effects of the Edited Optimized Model on the Group Level**

Path	Percentile BS95 Lower	Percentile BS95 Upper	BCa BS95 Lower	BCa BS95 Upper
Adaptation-->Locals' Trust^--> Social Adjustment	-0.17	0.02	-0.19	0.01
Interpersonal Sensitivity^-->Locals' Trust^-->Social Adjustment	-0.08	0.42	-0.08	0.42
Helping^-->Locals' Trust^--> Social Adjustment	-0.01	0.1	-0.01	0.12
<i>Adaptation--&gt;Locals' Trust^ --&gt;LFII^</i>	<i>-0.25</i>	<i>-0.04</i>	<i>-0.26</i>	<i>-0.05</i>
<i>Interpersonal Sensitivity^--&gt;Locals' Trust--&gt;LFII^</i>	<i>0.28</i>	<i>0.71</i>	<i>0.26</i>	<i>0.67</i>
<i>Helping^--&gt;Locals' Trust^--&gt;LFII^</i>	<i>0.01</i>	<i>0.17</i>	<i>0.02</i>	<i>0.18</i>

**NOTE:** Adaptation=Cultural Adaptation of Japanese PCN expatriate ; Coaching=Cultural Coaching of Japanese PCN expatriate; Fusion=Cultural Fusion of Japanese PCN expatriate; Interpersonal Sensitivity=Interpersonal Sensitivity of Japanese PCN expatriate to Local American Colleagues, Helping=Helping of Japanese PCN expatriate to Local American Colleagues; Locals' Trust=Average trust of local American colleague in Japanese PCN expatriate, Social Adjustment=social adjustment of Japanese PCN expatriate, LFII =average future interaction intention of local in set with Japanese PCN Expatriate; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001; ^ indicates an aggregation from the lower level to the higher level. Listwise deletion: N=71 (Number of groups/PCN expatriates)

**Table 5.4: Summary of Non-hypothesized Cross-level and Dyadic Meditational Tests**

Path Description	Path C	Path A	Path B	Path C'	MTest95L	MTest95U	Sobel95L	Sobel95U
<b>Cross-Level Mediation (Cultural Strategies)</b>								
Cultural Coaching'-->Integrity-Trustworthiness'-->Local's Trust	-0.1†	0.01	0.11	-0.08†	-0.01	0.01		
Cultural Fusion'-->Benevolence-Trustworthiness'--> Local's Trust	-0.01	0.08	0.16**	0.07	-0.01	0.04		
Cultural Fusion'-->Integrity-Trustworthiness'--> Local's Trust	-0.01	0	0.11	0.07	-0.01	0.01		
<b>Dyadic Mediation (Individuated Strategies)</b>								
<i>Interpersonal Sensitivity`--&gt;Ability-Trustworthiness'--&gt; Local's Trust</i>	<i>0.56**</i>	<i>0.22**</i>	<i>0.71**</i>	<i>0.06</i>	<i>0.05</i>	<i>0.28</i>	<i>0.04</i>	<i>0.27</i>
<i>Out-of-Work Interaction'--&gt;Ability-Trustworthiness'--&gt; Local's Trust</i>	<i>0.04</i>	<i>-0.02</i>	<i>0.71**</i>	<i>0.02</i>	<i>-0.06</i>	<i>0.03</i>	<i>-0.06</i>	<i>0.03</i>

**NOTE:** ^ indicates a lower level aggregation to higher level; ` indicates group-mean centering (centered within cluster); ' indicates grand-mean centering; Company differences are controlled at Level 3. †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001. PathC: Direct effect of IV on DV (Preacher & Selig, 2012). PathA: Effect of IV on Mediator (Preacher & Selig, 2012). PathB: Effect of Mediator on DV, controlling IV (Preacher & Selig, 2012). PathC': Effect of IV on DV, controlling Mediator (Preacher & Selig, 2012). "MTest" represents a 95% Confidence interval created by the distribution of product method (MacKinnon et al., 2004). "Sobel" represents a 95% Confidence interval created by the delta method popularized by Sobel (1982). "CBCABS" represents a 95% Confidence interval created by the Case-based biased-corrected accelerated non-parametric bootstrapping method of 5000 iterations (Efron, 1988). *Italics:* Mediation that is statistically supported.

**Table 5.5: Summary of PCN Expatriate Interpersonal Sensitivity as Mediator**

Path Description	Path C	Path A	Path B	Path C'	MTest95L	MTest95U
<i>Cultural Adaptation'</i> -->Interpersonal Sensitivity^'-->Ability-Trustworthiness	-0.03	0.21*	0.26*	-0.06	0.002	0.131
Cultural Coaching'-->Interpersonal Sensitivity^'-->Ability-Trustworthiness	-0.04	-0.13†	0.26*	-0.01	-0.089	0.003
Cultural Fusion'-->Interpersonal Sensitivity^'-->Ability-Trustworthiness	-0.08	0.05	0.26*	-0.09†	-0.026	0.063
Cultural Adaptation'-->Interpersonal Sensitivity^'-->Benevolence-Trustworthiness	0.01	0.21*	0.09	0	-0.043	0.093
Cultural Coaching'-->Interpersonal Sensitivity^'-->Benevolence-Trustworthiness	-0.09	-0.13†	0.09	-0.08	-0.063	0.028
Cultural Fusion'-->Interpersonal Sensitivity^'-->Benevolence-Trustworthiness	0.13†	0.05	0.09	0.12†	-0.021	0.041
<i>Cultural Adaptation'</i> -->Interpersonal Sensitivity^'-->Integrity-Trustworthiness	0.05	0.21*	0.29**	0.01	0.005	0.137
Cultural Coaching'-->Interpersonal Sensitivity^'-->Integrity-Trustworthiness	0	-0.13†	0.29**	0.02	-0.093	0.003
Cultural Fusion'-->Interpersonal Sensitivity^'-->Integrity-Trustworthiness	0.02	0.05	0.29**	0	-0.029	0.066

**NOTE:** ^ indicates a lower level aggregation to higher level; ' indicates grand-mean centering; †=p<0.10; \*=p<0.05; \*\*=p<0.01; \*\*\*=p<0.001. PathC: Direct effect of IV on DV (Preacher & Selig, 2012). PathA: Effect of IV on Mediator (Preacher & Selig, 2012). PathB: Effect of Mediator on DV, controlling IV (Preacher & Selig, 2012). PathC': Effect of IV on DV, controlling Mediator (Preacher & Selig, 2012). "MTest" represents a 95% Confidence interval created by the distribution of product method (MacKinnon et al., 2004). *Italics*: Mediation that is statistically supported. Only significant company differences are controlled for "path A" via binary coding while company differences are controlled at Level 3 for all other paths. Since a lower level variable cannot predict a higher level variable, all lower level variables are excluded from predicting the group-level mediator ("Path A")

## **APPENDIX 6: EXPLORATORY INTERVIEW PROTOCOL**

### **Introduction**

The purpose of our efforts is to better understand the means through which people from different cultures develop a successful work-related relationship with each other.

- Though we have designed this interview to focus on the important topics of interest, economizing on the use of your time, I would like to thank you for agreeing to do the interview with me.
- To begin, I would like to ask you to briefly describe your current position.

### **Questions-Positive Relationship**

Now, please think of a European/Asian with whom you have had a successful work-related relationship ...

- 1) Please briefly describe this person as well as when, why and how you met?
- 2) What purposeful initiatives/actions did you take to develop this relationship?
- 3) Did these initiatives/actions have the results you expected? ... why or why not?
- 4) What types of things got in the way of developing a successful relationship?
- 5) Which 3 words would you use to describe this relationship?
- 6) List 3 differences between you and this person and how they facilitated or hindered the relationship.
- 7) List 3 commonalities between you and this person and how they facilitated or hindered the relationship.
- 8) How did you learn that you differed/shared these things?
- 9) Was this person someone you would consider to be a “typical” member of his/her culture? ... why or why not?
- 10) Has your opinion/perspective of EU/Asians changed? How?
- 11) Which 2 “myths” or “assumptions” about the USA or being an American did this person have... did you actively address them?... if so, what happened?
- 12) Looking back, what would you have done differently to develop a more successful relationship with this person... why?
- 13) How would your efforts in building the relationship have been different if this person was an American?

### **Questions-Negative Relationship**

Now, please think of a European/Asian with whom you have had a work-related relationship that was **NOT** successful ...

- 1) Please briefly describe this person as well as when, why and how you met?
- 2) How would you describe the relationship you had with this person?
- 3) Why do you think it was not successful?
- 4) What purposeful initiatives/actions did you take to save/build the relationship?
- 5) Did these efforts have the results you expected? ... why or why not?
- 6) Looking back, what would you have done differently to develop a more successful relationship with this person? ... why?
- 7) What similarities/differences did you have and how did you learn about them?
- 8) How would your efforts or the relationship have been different if this person was an American?
- 9) What was/were the essential difference(s) in the person and circumstances between the previously mentioned successful and unsuccessful relationships?

### **Post-Interview Survey**

- 1) What is the title of your current position? \_\_\_\_\_
- 2) How many years and months have you been in your present position? \_\_\_\_\_
- 3) How many years experience do you have with this company? \_\_\_\_\_
- 4) Approximately how many employees do you supervise? \_\_\_\_\_
- 5) In a typical week, how much of your time do you spend with people who are NOT American? \_\_\_\_\_ %
- 6) What is your age? \_\_\_\_\_
- 7) How long ago did the relationship take place? \_\_\_\_\_



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