



Master's Thesis
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The Influence of Expatriate Personality in Cross-Cultural Environments

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Abstract

The era of globalization have facilitated the need for adjustment of corporations in regards to their global market approach. To this end, these corporations start recruiting employees from all corners of the globe, each with their individual cultural assumption and value system. This cultural diversity have the ability to inspire creativity and drive innovation. Moreover, it can provide local market insight, and make global businesses more competitive and ultimately foster profitability. However, if the recruited expatriate is not able to integrate harmoniously, the process can be a largely costly affair.

This thesis seeks to examine the effects of individual expatriate personality on their performance within an unfamiliar cultural environment. Thereby, a sample of 5 expatriates were qualitatively assessed through both survey and interviews. Research suggests cultural intelligence and personality as valid predictors of cross-cultural performance, therefore the investigative efforts are conducted through the use of contemporary theories pertaining to cultural intelligence and personality, The Big Five Factor Model (John & Srivastava, 1999; McCrea & John, 1992), and the four faceted approach to Cultural intelligence (CQS; Earley & Ang, 2003). The findings suggests that certain dimensions of personality are positively related to all four facets of CQ. Moreover, certain dimensions of personality are positively related towards cultural challenges such as; second language proficiency, management of stress, and accommodation of unfamiliar cultural component.

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0. Abbreviation List

BFI: Big Five Inventory

CQ: Cultural Intelligence

CQS: Cultural Intelligence Scale

1. List of Figures and Tables

Figure 1: Thesis Research Model.

Figure 2: Maslow's Pyramid of Needs

Figure 3: The Four Facets of Cultural Intelligence

Table 1: Extraversion

Table 2: Agreeableness

Table 3: Conscientiousness

Table 4: Neuroticism

Table 5: Openness

2. Introduction

Within contemporary times globalization have greatly affected the way corporations and organisations operate and conduct their business. Globalization have allowed for them to expand internationally, grow their clientele, forge new partnerships, and acquire a specific competency based workforce. However, these changes presents a set of challenges as well. Acquiring employees from various and differing nationalities and cultures presents the organisation with the issue of how to effectively manage this diversity. These large multinational companies invest heavily in this expatriation process of foreign employees. It is argued that during a period of four years, a single expatriate can cost upwards of two million dollars (Klaff, 2002), however, despite these large investments the percentage of expatriate failures resulting in the expatriate leaving the assignments prematurely is between the numbers of 20 to 50 percent (Black and Gregersen, 1991). Therein, the diversity management practice can be regarded as a “double edged sword”, as the practice can often have rather negative effects if not investigated and utilized correctly (Fučíková and Šikýř, 2013). Despite the aforementioned expatriate failures, multinational companies continue to employ expatriates for their competencies, without the necessary preparatory work, and the ability to anticipate their performance. These expatriates are of great importance to the multinational companies as the expatriates aid in the development of the global competence within the company. Therefore, obtaining knowledge pertaining to the success of the expatriation process remains critical for these types of companies.

Furthermore, it has been theorized that the personality profiles and characteristics of the expatriate could have an influence upon whether individuals will be successful in the expatriation process (Caligiuri, 2000). Therefore, this thesis seeks to examine the following;

”How can the personality profile of the expatriate influence their performance within cross-cultural environments?”

The problem statement will be examined through the use of the use of the most widely used and academically recognized theory on personality, “Big Five Factor model”. Each expatriate is an individual with a particular personality profile. And personality has a significant role in determining the emotional, behavioral, and cognitive attributes of the individual. The difference of personality

traits and attributes of expatriates could give them a competitive edge in their expatriation assignments.

Furthermore, this thesis seeks to examine whether specific characteristics within the expatriates personality profiles can aid them in their understanding and accommodation of the cultural diversity and unfamiliarity they are confronted with on their assignments. The culturally accommodative capabilities is argued to have a significant effect upon the overall performance of the expatriate. Therefore, the theoretical approach toward the concept of Cultural Intelligence (CQ) will be investigated within the context of the Big Five model, as to ascertain whether certain personality attributes are more likely to succeed when both operating and communicating in a cross-cultural environment. The choice of CQ as an investigative framework is decided upon, as CQ is suggested to have significant effect upon cross-cultural performance, and facilitates goal-oriented cognitive strategies, which ultimately aids in producing the most effective result in an intercultural environment.

3. Motivation for the study, the and development of the research question

The motivation for this particular investigatory journey was inspired by my participation in another research process regarding the challenges towards expatriate retention. During the data collection process of the aforementioned research, an interview was conducted with an HR representative of a Danish business, which were faced with some of the previously mentioned challenges pertaining to expatriate retention. It became apparent, through an account of their expatriate recruitment process, that their recruitment procedures were founded upon the beliefs that the recruited expatriates should be enlisted solely based upon their professional competencies and skills. Although this particular business obtained professionally competent and diverse personnel, they were still troubled with the retention of their expatriates. Thereby, my speculation became directed towards aspects of personality, behavior, and their accommodative capabilities of the influential components of their cultural environment. This reflection initiated the research process which yielded the aforementioned research question of; *"How can the personality profile of the expatriate influence their performance within cross-cultural environments?"*, which this thesis seeks to examine. Furthermore, the initiated research yielding insight that suggested that all previous research pertaining to this particular topic were conducted with quantitative methods. I believe personality research and its effect on, and approach to cultural components to be highly

qualitative subject matter, which cemented the qualitative approach which is evident in the following investigative efforts.

4. Theory of Science

The following sections will account for the theory of science employed in the development of this thesis. Therein, the relevant choices of ontological and epistemological positions will be elucidated.

4.1 Scientific Positioning

Within the world of academia, two concepts form the philosophical bedrock for scientific research, namely the scientific positioning of epistemology and ontology. These concepts delineate the basis for any scientific paradigm, and encompasses a set of methods for data collection and subsequent analysis (Epstien, 2012).

Research design is initiated by the consideration of the ontological position, which involves the fundamental nature of existence. Ontology is concerned with the nature of social entities, and thereby two predominant positions emerge; Objectivism and Constructionism/Constructivism. Objectivism implies that social phenomena can be regarded as external facts, which are consistent and monochrome, and therefore not within our reach or influence (Bryman, 2016). Reality and social phenomena are therefore tangible, with rules and regulations.

The opposing view of reality, constructionism, proposes that social phenomena and their meaning are continuously accomplished and developed by their social actors. Therein, not being limited towards being socially produced, but more so continuously revised. In contemporary times, this ontological position have come to include the notion that the researchers own accounts of the social world is constructed. Thereby, employing the constructionist approach implies that a research always presents their own context dependent version of reality (Bryman, 2016).

The second concept of epistemology is concerned with the nature of the knowledge, and approaches towards knowing and learning about social reality. The three predominant positions within epistemology are; positivism, realism, and interpretivism. Positivism argues that the more appropriate way of studying social sciences are with the aid of methods found within natural sciences. Thereby, generating hypotheses, and testing theory within a social science setting

(Bryman, 2016). Realism, in short, argues that through the use of appropriate methods, an independent reality can be understood. Interpretivism is predicated on the understanding of subjective meaning within the context of social interactions. Interpretivists tries to understand human behavior, therein not necessarily explain it, as within interpretivism there is no absolute facts, merely propositions that are based upon observations (Bryman, 2016).

In the context of this thesis, the employed ontological position is that of; social constructionism. The overarching themes of this research pertains to concepts such as culture, communication, and personality. Culture is by definition continuously accomplished and developed by social actors, and therefore to a certain extent synonymous with social constructionism. It is the upholding structure in which social interactions occur (Candea, 2010). Moreover, constructionism have strong relations to the concept of communication, as communication is a process of meaning-making created between social actors. Within the context of this research, the personality of certain individuals are examined in order to observe the influence of personality within a specific constructed context, namely culture. Personality within this thesis is regarded as being influenced and developed through social constructs. As certain traits of personality can be changed, increased, or decreased by the encouragement of divergent thinking, social experience, or cognitive training (Yates, 2017). As other traits can develop through aging, where others can develop through self-actualization, which is in and of itself a social construct (Selva, 2017). The aforementioned perception of human personality is a product of the constructionist ontology.

Furthermore, this thesis adopts an interpretivist epistemology, as the data examined and the arguments made are highly context dependent. Therefore, this thesis does not seek to provide conclusive generalizations. The interpretivist approach is deemed viable for this particular research, as this thesis seek to examine and understand the different influences of the personality dimensions of the Big Five, when applied to the context of the expatriation process. It is recognized that the produced findings of this thesis are suggestive at best, and seeks to understand the relationship between culture and personality.

5. Methodology

5.1 Empirical Data

The following sections pertain to the collection of primary and secondary data that will be used in the investigative efforts of this thesis.

Primary Data

In order to examine the effects of expatriate personality upon their performance in an unfamiliar cultural environment, it was necessary to first identify the dimensions of personality of the expatriate. Therefore, a survey was constructed based upon the Big Five Inventory (BFI), developed by John and Srivastava (1999). This measure provided a 44-item inventory that would aid in the identification of the various dimensions of personality. The 44-item inventory pertains to 44 statements, of which the responding expatriates were asked to identify themselves with. The identification would occur by the use of a five-point Likert scale, with the options of responding with; *Strongly disagree*, *Disagree*, *Neutral*, *Agree*, *Strongly agree*. The Likert scale was deemed advantageous as it facilitates a universal method of data collection, which yields results that are uncomplicated to interpret and understand. The survey was both created and distributed through the website www.survey-xact.dk. The choice of an online administered survey was deemed appropriate due to the ease of distribution.

The expatriate respondents were selected with the assistance of my own personal network, as well as through particular online groups created for expatriates. The utilization of the purposive sampling technique is evident, as the selection of participants was based upon their usefulness of the study (Babbie, 2012). Thereby, it made sense to purposefully limit the selection of respondents to those that are currently on an expatriate assignment, or those that previously have had personal experience with the expatriation process. Moreover, through the distributary cycle, another sampling method was utilized, namely snowball sampling. As one of the selected respondents referred me to other affiliated expatriates, of which one was amenable towards participation.

Moreover, four different interviews were conducted in order to gain insight into how the selected respondents would assert themselves, and behave within cross-cultural interactions. The interviews were created on the basis of the Cultural Intelligence Scale (CQS), developed by Earley and Ang (2003). The CQS' general function is as a survey, where the data is obtained

through the use of a 7 point Likert scale. The interviews are semi-structured in nature as to allow the respondents freedom in their answers. Thereby ensuring the qualitative nature of the data. However, the interview questions retains notions of being leading in nature, as to ensure the questions did not diverge from the source material of the CQS. Divergence from the CQS items would potentially harm the validity of the data. Thereby, creating the questions with the influence of the CQS themes, the obtained data is ensured to be connected to the themes presented in the CQS.

The interviews were conducted through Skype at the behest of the participants, and recorded with the intention of transcribing the conversations. It is important to note that complete transparency were provided to the respondents in regards to the recordings and subsequent transcriptions of the interviews, to which the respondents consent was given.

The transcriptions were created for use in the analysis of this thesis. Interferences and overlaps in talks are not transcribed. However, instances where voice distortion occur not been omitted, and have been labelled as “Inaudible”. It is of importance to note that two of the interviews were conducted in Danish, as to accommodate the respondents native tongue. This was deemed appropriate in order to ensure the validity of the data, by removing the possibility of mistranslation in the transcriptions. Although, the analysis makes use of specific quotes and extracts from the transcriptions, which will be translated for the sake of preserving context.

As previously mentioned, the interviews are based upon the CQS, and although alterations were conducted in order to make the contents suitable for a qualitative interview, the main themes of the CQS remain.

The interviews were initiated by asking how the interviewee gained their current job, as to ascertain the process by which they became an expatriate. However this question was not included in the interviews conducted with R4 and R5, as they are in this point in time not partaking in the expatriation process. Furthermore, the questions were sectioned into four categories corresponding to the four facets of CQ; Metacognitive, Cognitive, Motivational, Behavioral.

Secondary Data

Oliver P. John and Sanjay Srivastava’s Big Five trait taxonomy: History, measurement, and theoretical perspectives (1999), along with their Big Five Inventory was utilized as a secondary source, in order to create a theoretically valid foundation for identification of the Big Five personality dimensions achieved through the administered survey. The statements, developed

on their basis of John and Srivastava's BFI were incorporated into the survey and all related either positively or negatively to a specific dimension of personality. The aforementioned allowed for the examination and interpretation of the responses, in the efforts to determine the extent of the exhibited personality characteristics. Thereby, creating a preliminary personality profile of the respondents.

Moreover, as previously mentioned the interview questions were based upon Christopher P. Earley and Soon Ang's Cultural Intelligence Scale, and therefore the aforementioned CQS is used as a secondary source for the thesis. The utilization of the CQS were deemed fitting as it ensured the theoretical validity of the questions asked in the semi-structured interviews. The CQS' is generally used in the form of a survey, where the data is obtained through the use of a 7 point Likert scale. However, in order to preserve the qualitative nature and interpretative efforts of the research, the CQS items were adapted into semi-structured interview questions. This was deemed necessary in order to collect rich and comprehensive data, which could be interpreted in accordance with the identified personality profiles. The interview questions would still be able to obtain the data suggested by the CQS, however the adapted questions would simultaneously facilitate a proper in-depth conversation.

Furthermore, the usage of secondary sources within this thesis pertains to the various academic writings pertaining to the topic, as well as a plethora of online articles, and journals of various cultural and psychological contents. This abundance of secondary data were used in order to gather a sufficient amount of knowledge for the development of the thesis. Moreover, secondary sources used to either support or discredit certain arguments or findings have been cited, and can be found in the bibliography.

5.2 Respondents

For the sake of ethical considerations, all participatory respondents remain anonymous throughout this thesis. As the data pertains to the various characteristics of personality, the data is deemed to be inherently personal, and therein lies the foundation for the decision to maintain anonymity. It is argued that anonymity of respondents and participants within social research is assumed to be an integral feature of ethicality. Moreover, it is argued that anonymity should be maintained whenever possible (Grinyer, 2002). In the attempt to secure anonymity, the respondents have each been assigned a simplistic pseudonym in order to distinguish them in the following examination of their data. The following pseudonyms are;

- **Respondent 1 – R1**
- **Respondent 2 – R2**
- **Respondent 3 – R3**
- **Respondent 4 – R4**
- **Respondent 5 – R5**

It is of importance to note that the inclusion of respondent 3 is based upon the drastic variation in personality. As respondent 3 was not amenable towards participating in a follow-up interview, the pertaining data is limited. However, the developed personality profile, as well as the provided answer in regards to the challenges faced in their expatriation process serves as a comparative component towards the remainder of the respondents.

Furthermore, it is of importance to note the variation in nationalities of the respondents, and nature of their expatriate experience. Respondents 1, 2 and 3 are currently on expatriate assignments, operating and living within the Danish culture, whereas respondents 4 and 5 are Danish. However respondents 4 and 5 have had an abundance of expatriate experience in the past, and are currently within a professional where they have a multitude of cross-cultural interactions, and have to navigate diversity in their social and professional environment.

5.3 Research Design

The purpose of the research is to identify how the retaining personality of the individual can affect their performance when involved in the expatriation process. Based upon the definition and associated features of an expatriate, it would suggest that the process involves a plethora of intercultural interactions, and the navigation of unfamiliar cultural environments and components. As the purpose of the study is the investigation and interpretation of various personality dimensions and cultural intelligence at the individual level, the research design of this thesis has its foundation within the qualitative research method. Utilizing the qualitative approach allows for the examination of how a social phenomenon, such as culture and personality materialize through meaning-making. Along with the interpretation and examination of the data that, in connection to the ontological positioning, emerge as being created by social actors, and influenced by cultural perceptions.

Pertaining to the data collection methods of this thesis, it should be noted that aspects of the deductive approach emerges as this particular research is to, a certain extent based upon previous academic research and knowledge. Within the context of this thesis, the previously examined research by academic authors such as Caligiuri (2000), John & Srivastava (1999), John & McCrea (1992), and Earley & Ang (2003) have aided in the development of the research, as preexisting research and theory gives provides a focus to a study. However, in contrast to the deductive approach, this thesis does not seek to confirm or discredit any specific hypothesis'. This particular research is designed to provide a qualitative elucidation of the effect of personality within intercultural environments by providing a contextualized interpretation of the data. Although, both methods used for data collection were created deductively, as both the survey and interview have been initiated based upon the preexisting theoretical frameworks, BFI and CQS.

In order to conceptualize the collected data, this thesis utilizes the case study research design, as this research seek to provide an understanding into an exploration within the a bounded system. However, the design of the case study is argued to be multiple in nature, as the research pursues the explanation of a specific phenomenon, in this case personality's effect upon cross-cultural performance, by examining the cases of multiple individuals. Thereby, the research adheres to Yin's model of multiple case studies (1994).

The initial research began by determining the boundaries of the study. As previously mentioned this step was achieved deductively by the examination of previous literature pertaining to the study topic. Herein, the boundaries determined refers to the investigation into the effect of expatriate personality, the BFI, within the bounded system of culture, communication, and cross-cultural interactions. It was determined through the literature that intercultural effectiveness were directly related to CQ (Earley & Ang, 2003), and therefore the four faceted approach to CQ was included in the bounded system of the case study. The next step of the research were twofold, namely the identification of the sample pool, herein the expatriate respondents, and the development of the survey and interview. After the distributed surveys were completed, the interviews were scheduled and subsequently conducted via Skype. The collected data was then transcribed in order to facilitate the following analysis. The analysis allowed for the identification of patterns, which assisted in the process of developing a preliminary profile of personality of each of the respondents. Furthermore, the analysis facilitated the identification of patterns within the conducted interviews, as to ascertain the respondents exhibited notions of the four facets of CQ, which together with the identified dimensions of personality allowed for pattern recognition

between the respondents personality and their CQ capabilities. The aforementioned pattern identifications subsequently facilitated a discussion, where the effect of the respondents personality within their cultural environment could be accounted for, in order to provide an interpretive explanation.

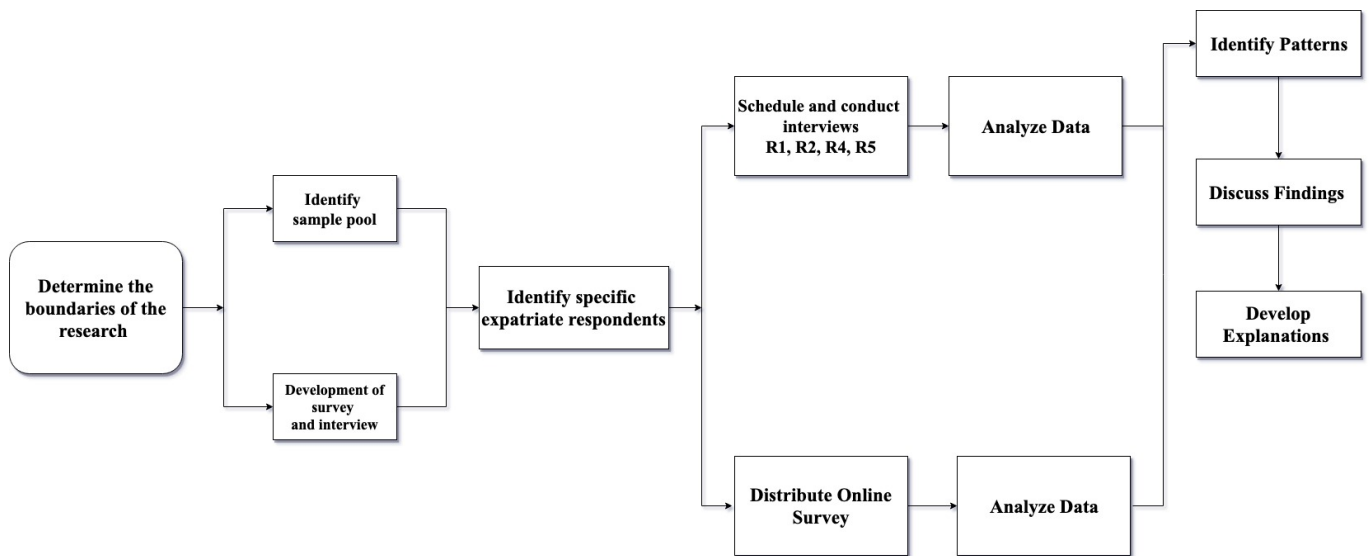


Figure 1. Thesis research model. Adapted from Yin, R. K. (1994). *Case Study Research*.

5.4 Limitations of the study

A potential limitation often found within the qualitative use of online administered surveys are the potentiality of missing detail and depth in relation to the topics of research. This could be argued to be an existing limitation for this thesis as well. The BFI by John and Srivastava have been argued to be sufficient in its simplicity, however if true comprehensiveness in regards to the assessment of personality was to be achieved, the much larger 300 item IPIP-300 could have been administered. However, the utilization of the IPIP-300 were deemed to be detrimental towards the data collective efforts, as the aforementioned approach would have been much more time consuming, in addition to being reliant on the compliance of the respondents and their time.

Moreover, the unwillingness of R3 to participate in a follow-up interview is a limitation in regards to the data analysis. As R3's personality profile differentiates heavily from the other respondents, having the accompanying interview data would serve as a strong comparative element within the analysis and discussion.

Another limitation in regards to the use of the BFI is in the question of truthfulness. Before providing starting the survey, the respondents were asked to be as truthful as possible, and to answers the statements with what they believe to be the absolute truth, and not how their would like to display themselves and their personality. However, it would be impossible to ascertain the complete truthfulness of their responses, as this could only be attained through multiple comprehensive tests in regards to personality. It would be impossible to completely remove the personal bias of the respondents, as they could choose to portray themselves in a distorted way. Moreover, a possible limitation exists within the distributed survey with regards to the possible confusion created by the statement; *I am someone who is not easily upset*". A better wording of the statement could have been made, ultimately altering the statement to; *"I am someone who is easily upset"*, as the used Likert scale options provides the possibility of responding both positively and negatively. Moreover, the use of a Likert scale could be a limitation towards the collection of true qualitative data, as it limits the response choices to those predetermined by the researcher.

Furthermore, it could be argued that within the conducted interviews of R4 and R5, there were too much emphasis placed upon the current cross-cultural interactions experienced in their jobs, and therefore not on the experiences of their expatriate process. However, the elaborated cross-cultural experiences of R4 and R5 are still viable measures for interpretation, and as indicators of CQ. Additionally, the translative efforts made in regards to the exemplified quotes of R4 and R5 can be argued to be a limitation, as they were made by a single researcher and therefore a single perception of accurate translation.

As the research have only been conducted by a single researcher, the possibility of research bias is present. The various interpretations and explanations of the research have been based upon the cognitive efforts of a single perspective upon this case and context, and therefore a limitation to the research's validity arises.

6. Defining the concepts

6.1 Culture

Within the framework of this thesis, a cohesive definition and understanding of the concept of culture is essential. This understanding of culture is of importance, as the concept functions as an overarching basis for challenges of this assignment. In the attempt to identify the capacity for accommodating cultural constructs within various personality profiles, a coherent understanding of culture is imperative.

Culture remains a notoriously difficult term to define. To a certain extent, these difficulties exist as defining culture is heavily dependent on the context. Historically, culture has been conceptualized in various ways (Spencer-Oatley, 2012), most of which are reflected in the contemporary global mindset. British anthropologist Edward Burnett Tyler (1870) thought of culture as being a complex entity, which included the knowledge, beliefs, art, morals, laws, and other capabilities which man acquired as a member of society (Spencer, Oatley, 2012). Moreover, Kroeber and Kluckhohn (1952) encouraged this perception of culture, however with the argument that culture has a direct effect on behavior. Therein, it is argued that culture consists of patterns, both explicit and implicit, by which behavior is acquired and subsequently transmitted (Adler, 1997). Another theoretical approach to the definition of culture was provided by Schwartz in the Theory of Basic Values (1992). Schwartz viewed culture as consisting of the derivatives of experience, learned and created by the individuals of a population, which would then be interpreted and transmitted across generations, thereby being shaped by the individuals themselves (Spencer-Oatley, 2012). This notion of culture being shaped by the contemporary interpretations of that particular culture's participants is supported by David Masumoto in 1996, as he distinguishes culture as being a constructed set of values, attitudes, beliefs, and behaviors which are shared by a group of people, however becoming different in nature for each individual, communicated from one generation to the next (Masumoto, 1996).

Undoubtedly, academic literature is saturated with various definitions of culture, and all retaining their own particular perspective. One of the most recognized definitions has been provided by Geert Hofstede (1994). Hofstede recognized culture as being a collective programming of the mind, which would aid in distinguishing the members of one group from another. Hofstede's notions of culture have often been used to garner broad generalizations of a particular culture,

nation, or people. However, in accordance with the epistemological position of the research, this thesis does not recognize Hofstede's approach as absolute.

In contrast, contemporary culture is argued to be a constantly evolving mosaic, though which the identity and behavior of the individual is created (Chao & Moon, 2005). Advancements in technology, particularly information technology, have allowed for easy access to global communication, which subsequently allows for further development of the individual-level cultural definition. Moreover, it has been argued that in today's global landscape, the "simple" collective cultural conceptualizations are no longer applicable (Chao & Moon, 2005). Based upon the aforementioned literature, a contemporary definition of culture must encompass aspects of the collective patterns of meaning and knowledge shared across generations that have an effect on behavior, while still maintaining the idea of culture being created at the individual level. Therein in the context of this thesis, culture is regarded as a distorted set of basic assumptions and values, orientations to life, beliefs, policies, procedures and behavioral conventions that are shared by a group of people, and that influence, but do not determine, each member's behavior and his/her interpretations of the "meaning" of other people's behavior (Spencer-Oatley, 2008).

6.2 The Expatriate

Many scholars have provided their definitions of the term "expatriate". The expatriate have been defined as being synonymous with the term migrant. These are individuals that leave behind their domestic culture and home country in order to take up residence in a different country (Mendenhall & Wiley, 1994). However, an expatriate has also been defined within a professional context, in which it is postulated that an expatriate is an individual, whom has been sent abroad on a company issued assignment (Adler, 1984). However, within the context of this thesis, the expatriate will be defined as any individual who has left their indigenous culture and nation in order to take up residence in another nation for work-related purposes, whether that initiative emanating from the individual themselves, or it being a result of a company issued work assignment. The vital component of this expatriate definition is the individual residing and operating within the confines of a foreign country and culture, either currently or in previous points in time. The imperative aspects are the expatriate's experiences with regards to cross-cultural performance and interactions.

6.3 Effective Communication & Cross-cultural Communication

Effective communication is defined as being a communicative interaction between two or more individuals wherein the intended message is successfully delivered, received, and sufficiently interpreted, and understood by the recipients. Therefore, the communicative process is said to be effective when all parties involved retain the capabilities to assign the appropriate meanings to the received messages. This is not limited to the usage of verbal language, but also nonverbal communication, such as tone of voice, body language, and gesticulation. Within a business context, the effective communication provides the employees with the abilities to improve teamwork, decision-making, and their capacity for problem-solving (Robinson, Segal & Smith, 2019). In contemporary times, the cross-cultural facet of communication have become imperative to understand. The elements for success within cross-cultural communication are the ones shared by regular communication, however the cultural components that accompany it creates a more disconcerting approach. Cross-cultural/Intercultural communication refers to the communication is a symbolic, interpretative, transactional and contextual communicative process, in which individuals from different cultures create shared meaning (Lustig & Koester, 2007). Moreover, in a pragmatic sense, intercultural communication pertains to the effects on communicative behavior that occurs when different cultures interact (Arasaratnam, 2013). Involving the cognitive understanding and subsequent accommodation of cultural differences; beliefs, values, understandings, in the attempt to reach a shared meaning and understanding.

7. Theoretical Background

7.1 Personality Research – A review

The concept of *Personality* remains a complex topic within academia and research. While a prosaic definition of personality can prove a relatively easy task, conducting scientifically valid research in personality can be much more complex. To this end, the Big Five personality traits, also referred to as the OCEAN model can prove to be beneficial. At the fundamental level, the Big Five is a tool used to ask the following question:

“Who are you?”

A question that by itself is rather simple. However, it is one that becomes arduous and challenging to answer. The question encompasses more than your name, your job title, your passions and ambitions, your relationships, or your place of birth. A more extensive answer might include your value system, and beliefs. Every individual may interpret and answer this question differently, however while many would perchance share many exterior factors such as; race, religion, geographic location, or even aspects of culture, one distinctive factor remains that makes the individual unique, and that is *Personality* (Ackerman, 2019).

Moreover, within psychology research the concept of personality becomes more convoluted, as the specific definition of the concept influences the way it is understood and measured. The researchers of the Personality Project, which is an online journal devoted to the academic study of personality, defines personality as *“the coherent pattern of affect, cognition, and desires as they lead to behavior* (Revelle, 2013).”

Whereas, the American Psychological Association defines it as *“The individual differences in characteristic patterns of thinking, feeling, and behaving.”* (APA, 2017)”

The differences of these two definitions are subtle, however they affect the way the concept would be measured and examined through research. Additionally, personality is theorized to have a positive correlation with life satisfaction (Ackerman, 2019), which necessitates a valid conceptualization and approach of measurement of the concept.

The most recognized framework for the determination of personality is the Big Five, known also as the five-factor model of personality, or under the acronym OCEAN. This theory

applies not only to the variety of people from various countries and cultures around the world, it provides a valid assessment tool for the measurement of personality. However, in order understand the theoretical construction of the Big Five, a review of personality research is essential.

A historical account of personality research can be divided into different historical periods, which provides prevailing theories upon which contemporary personality research is founded. The ancient Greek physician Hippocrates were the first to hypothesize a classification system pertaining to personality (Ackerman, 2019). His ideas were founded upon a two binary system that defined temperament; hot versus cold, and dry versus moist. Hippocrates theory resulted in a classification system of four possible temperaments, also referred to as humors. In the following years the renowned philosopher Plato developed his variation of the classification system. He suggested that four types of personality existed, namely the; *iconic, pistic, noetic, and dianoetic*, which in contemporary times are known as the; *artistic, sensible, intuitive, and reasoning* types (Ackerman, 2019). Plato's personality classification are still recognized today and have laid the foundation for modern personality assessment tools such as the Kiersey Temperament Sorter.

In more contemporary times, one of the forefathers of modern psychoanalysis, Sigmund Freud would provide his perspective on the study of personality. Freud would become known for his intrusive form of therapy, which would delve into the individual's life, most often their childhood, in the attempt to understand and treat psychological ailments. Moreover, Freud would also become famous for his thoughts on personality, and his most notable theory published in 1923 regarded the human mind as being split into three sub-categories; the id, the ego, and the super ego. This theory can be briefly summarized by Freuds acknowledgement of the *Id* being the primal part of the individual, acting on instinct and aims for continued survival at all cost. The *Ego* functioning as the bridge between the *Id* and the more realistic and mundane daily experiences, providing us with well thought ways of achieving the wants and needs of the *Id*. The third subcategory of the *Superego* functions as the part of the individual, which represents their higher qualities as a person. The *Superego* provides us with a moral framework, compassion, and critical thinking used to regulate the behaviors of the *Id*, and the *Ego* (McLeod, 2016). While this particular theory is not scientifically supported, it have garnered further interest to the idea that a part of the individuals personality, thoughts, motivations, and behaviors occurs unconsciously. Therefore,

Sigmund Freud's theory created the basic foundation for modern personality research, when it comes to the assessment of people's opinions, beliefs, behaviors, and personality.

Moreover, American psychologist Abraham Maslow furthered the idea that various aspects of personality are located within the unconscious mind. Maslow hypothesized that the personality of every individual is guided by a set of needs unique to the individual. These needs were catalogued into a hierarchy, illustrated below.

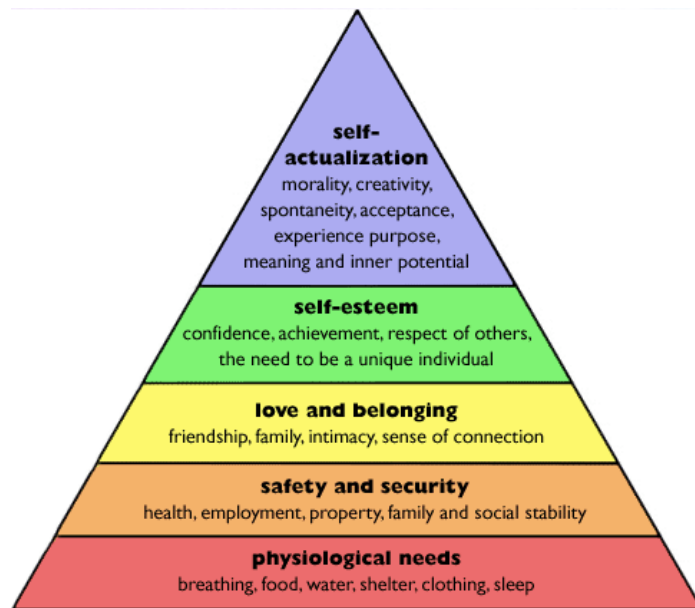


Figure 2. (Ackerman, 2019).

Published in 1954, Maslow's pyramid of needs postulated that it is human instinct to pursue the fulfillment of five increasingly philosophical human needs, from the most basic physiological needs of a person's wellbeing, and onto the more abstract and transcendent need of self-actualization (Mcleod, 2018). The motivations of these needs would result in the various behaviors that ultimately amount to a person's personality.

Carl Jung sought to further develop the theoretical approach to the assessment of personality. In order to bridge the gap between the two most notable personality theories of the 1920's, Freud's "Id, Ego, Superego" and Alfred Adler's "The Neurotic Character", Jung postulated that there exists an overarching typing within personality research that would allow for a binary classification of each individual. This binary classification system introduced the concept of *introversion* and *extroversion*. Although it is important to note that Jung's definition and intention

of these principles deviates from the modern usage (n.a, 2017). Jung's typology was not intended to be used as a classification system to label people, but more so to simplify our understanding of people and personality. It was created to demonstrate the complex nature of human typology (n.a, 2017).

Completing his doctorate in psychology in 1929, Raymond Cattell would provide his own understanding and unique perspective into the domain of personality research. However, Cattell's perspective would differentiate from the previous research and theoretical contributions. Cattell's 16 Personality Factor Model would lay the foundation for the contemporary Big Five Factor model. Cattell's aim was to construct a common taxonomy of personality traits using a lexical approach, in order to narrow down the language used into simplified applicable adjectives.

Furthermore, in the 1980's Cattell's 16 fundamental factors of personality was ultimately condensed into five primary factors by psychologist Lewis Goldberg, based upon prior work by Norman (1963), who shared Cattell's desire for a lexical approach. Additionally, this approach to language use is one shared by Oliver P. John as he states that the lexical approach to language creates the foundation of a shared taxonomy of natural language of personality description (John, 1990), and nine years later the same sentiment is expressed by John & Sanjay Srivastava in their shared taxonomy to The Big Five, as they argue that: "*One starting place for a shared taxonomy is the natural language of personality description*" (John & Srivastava, 1999, p. 103). The five factors consisted of; Extroversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience. These five dimensions have also resulted in The Big Five being known under the acronym OCEAN. The validity and usage of Goldberg's five-factor model have been confirmed by Robert McCrea and Paul Costa in 1987 in their research "Validation of the five-factor model of personality across instruments and observers (McCrea & Costa, 1987)", and have been tested by multiple researchers over the years which further strengthens the validity of the framework (McCrea & John, 1992).

The contemporary version of the Big Five are the combined work of numerous academics, each providing new emerging insight, or calibrating aspects of the theory, which have resulted in the Big Five being the prevailing theory on personality (Ackerman, 2019). However, it is of importance to clarify that the five factors does not provide a completely extensive explanation of the variations in personality. The factors instead encompass a palpable portion of lexical adjectives related to specific personality traits and behaviors (John & Srivastava, 1999). The factors are not themselves solely a personality related trait, but merely categories in which numerous

characteristics can be situated. In the following paragraph the factors will be explained in detail, and the related terminology will be tethered to their respective factor.

7.2 The Big Five – OCEAN

Extraversion

Table 1

Factor	Factor Definers		
Name	Adjectives & Traits		
Extraversion (E)	Active	Talkative	Warmth
	Assertive	Skilled in humor	Gregariousness
	Energetic	Facially, gesturally expressive	Assertiveness
	Enthusiastic	Outgoing	Excitement Seeking

Table 1: (McCrea & John,1992).

The figure above illustrates the adjectives and traits associated with *Extraversion*.

The factor of "Extraversion" encompasses two ends on its spectrum; *extraversion* and *introversion*.

This spectrum is concerned with how an individual interacts with others, and to what extent the individual draws, or consumes energy from these types of interactions. Individuals whom are high in extraversion often seek out social stimulation through interactions with others, and are often prone to action rather than contemplation (Ackerman, 2019). Extraversion often allows for these individuals to successfully assert themselves and navigate through the particular hierarchy of their social environment, as they present themselves through their gregariousness and sociability, thus achieving personal success (Caligiuri, 2000). Individuals whom are low in extraversion are subsequently high in introversion, and are therefore associated with being introspective and reserved in nature. These individuals consume energy from social interactions, and tend to be reserved in nature, and therefore less inclined to become involved in social situations (Cherry, 2019). It is of importance to note that being shy is not a personality characteristic that are associated with introversion, as introverts are not inherently afraid or apprehensive of social interaction, they simply prefer to spend their time in solitude, and does not retain a high need for social stimulus (Cherry, 2019).

Agreeableness

Table 2

Factor	Factor Definers		
Name	Adjectives & Traits		
Agreeableness (A)	Appreciative	Not critical, skeptical	Trusting
	Forgiving	Sympathetic	Generous
	Altruism	Kind	Compliance
	Modesty	Compassionate	Arouses Liking
	Warm	Tender-Mindedness	

Table 2: (McCrea & John, 1992).

The figure above illustrates the various adjectives and traits associated with *Agreeableness*.

Agreeableness is concerned with the individuals ability to create and maintain strong relationships. It is a construct that have its basis within social interaction, and how individuals interact with each other. According to contemporary personality research, in order to ascertain one's social position, individuals must be able to identify social hierarchy, however one must also be able to form reciprocal social relationships (Caligiuri, 2000). As previously mentioned, extroversion aids in the identification of hierarchical positions, but successful social alliances can be achieved through a high level of agreeableness.

An individual high in agreeableness have a tendency to exhibit pro-social forms of behavior, and are therefore perceived as sociable and likeable amongst peers. Agreeable individuals often exhibit altruistic behavior, have a tendency to be more trusting of others, and generous towards people in a disadvantaged position. Individuals whom are low in agreeableness often thrive within conflicts, and can often be instigators within disagreements, due to their argumentative nature, whereas agreeable individuals have a tendency to function as mediators in order to alleviate the situation. Moreover, it is argued that agreeable individuals will tend to conflict collaboratively, as well as strive for mutual understanding, which is a vital component towards social alliances that are reciprocal in nature.

Conscientiousness

Table 3

Factor	Factor Definers		
Name	Adjectives & Traits		
Conscientiousness (C)	Efficient Organized Planful Reliable Thorough	Dependable, responsible Productive Able to delay gratification Not self-indulgent Behaves ethically High level of aspiration	Competence Order Dutifulness Achievement Striving Self-discipline Deliberation

Table 3: (McCrea & John, 1992).

Figure 4 illustrates the various adjectives and traits associated with *conscientiousness*.

Conscientiousness encompasses the various traits that can best be described as the ability to control impulses and act in socially acceptable ways. Conscientiousness is associated with behaviors that is able to facilitate goal-directed behavior (John & Srivastava, 1999). Individuals with a high level of conscientiousness are superior in their ability to delay gratification, as well as their ability to create and follow through with plans. Moreover, these individuals are very effective in organizing, and time management (Ackerman, 2019). Furthermore, it is suggested that the reputation of the individual are evaluated within the framework of the Big Five (Hogan, 1996). A reputation within a social environment affect the status and social acceptance of the individual (Caligiuri, 2000). Therein, people who bear a positive reputation, and are perceived as being conscientious are have a tendency to inspire trust in their associates. Retaining the reputation that one is conscientious can therefore be recognized as an adaptive component to enhance one's relationships, both professional and private (Caligiuri, 2000).

Neuroticism

Table 4

Factor	Factor Definers		
Name	Adjectives & Traits		
Neuroticism (N)	Anxious	Thin-skinned	Anxiety
	Self-pitying	Brittle Ego	Hostility
	Tense	Self-defeating	Depression
	Touchy	Fluctuating moods	Self-Consciousness
	Unstable	Impulsiveness	Vulnerability
	Worrying	Concerned with adequacy	Defensive

Table 4: (McCrea & John, 1992).

The figure above illustrate various adjectives and traits associated with *Neuroticism*.

Neuroticism is a ubiquitous adaptive mechanism encompassing how people cope with the stress of their environment. The factor pertains to, and is often referred to as the emotional stability of the individual. The factor is measured on a spectrum, ranging from emotional stability (low neuroticism) to emotional instability (high neuroticism). Being emotionally unstable is often characterized by a disproportionate amount of worrying, often leading to a superfluous and unnecessary measure of stress (Ackerman, 2019). Having a neurotic personality can lead the individual to emphasize, and focus on the negative aspects of a situation. These are individuals who experience jealousy and envy to a degree that can be inhibitory to their social relations. Moreover, they have a tendency towards, frustration, irritability, and anger, as they attempt manage their social environments.

These individuals are prone to the use of inappropriate coping responses like hostile reactions and wishful thinking, as they often have to deal with disruptive emotions. Furthermore, they may adopt irrational beliefs such as self-blame, as these beliefs are cognitively consistent with the negative emotions they may experience (McCrea & Costa, 1987). Therein, neuroticism encompasses the troubled thoughts and behaviors that accompany emotional distress, . Contrarily, individuals retaining emotional stability have the ability to remain calm in stressful situations, in addition to maintaining a more commensurate perspective on the situations they find themselves in, as they are not encumbered by worry and self-doubt (Ackerman, 2019).

Openness

Table 5

Factor	Factor Definers		
Name	Adjectives & Traits		
Openness (O)	Artistic	Wide range of interests	Fantasy
	Curious	Introspective	Aesthetics
	Imaginative	Unusual thought process	Feelings
	Insightful	Values intellectual matters	Actions
	Original	Judges in unconventional terms	Ideas
	Innovative		

Table 5: (McCrea & John, 1992).

The figure above illustrate the adjectives and traits associated with *Openness*.

The factor of *Openness* have been described as the depth and complexity of an individual's mental life and experiences (John & Srivastava, 1999). More specifically, this factor pertains to the individual's enthusiasm in regards to new experiences, as well as their ability to be vulnerable, and their capacity for innovative and creative cognitive processes (Ackerman, 2019). It is argued that humans must possess the sensitivity to assess their social environment correctly, in order to establish self-preservation (Caligiuri, 2000). Individuals high in openness possesses the cognitive complexity and intuitive perceptual intelligence to meticulously perceive, analyze, and interpret social interactions. Openness allows the individual to be more open to unconventional ideas and viewpoints, which allows for a higher level of enthusiasm towards new experiences. Contrarily, individual's low in openness prefers the familiarity of routine over variety, and prefers not to be exposed to alternative value systems. They experience comfort in the predictability of their surroundings, of which they are accustomed to (Ackerman, 2019).

7.3 Cultural Intelligence – A review

Globalization has brought with it, an increase in business oriented organizations and companies seeking to expand internationally. With this, the need to establish a global presence becomes apparent. Moreover, along with a growing diversification of their workplace demographics, these organizations require a high level of cultural awareness in their employees. This cultural awareness is sought after for its ability to allow the domestic workforce to interact and cooperate with individuals from a different cultural background. The ability to interact and communicate across cultures are vital, as cultural barriers can often lead to misunderstandings, disagreement, and discord that would detract from efficient and overall effective interactions (Ang & Van Dyne, 2009). On the basis of this, a growing interest into how these organizations remain competitive and effective within a global context have therefore gained a fair amount of attention. Moreover, the question of why some individuals are more successful in their synergy with cultural diversity than others have amassed a great deal of importance (Ang & Van Dyne, 2009).

Cultural Intelligence, known under the abbreviation, **CQ**, is a concept used within business, education, and academic research. CQ have its foundation within interpersonal intelligence, as well as emotional intelligence, which is the ability to recognize, understand, and manage emotions, both within oneself and in others (Goleman, 1995). Findings indicate that emotional intelligence contributes 80 – 90 percent of the competencies that distinguished successful leadership (Goleman, 1995). The competencies pertain to the capabilities of a leader to retain awareness of oneself as well as others, and accommodate these emotions. Moreover, successful emotional intelligence enable the self-regulation of ones emotions and actions in stressful situations, which within a business setting exudes confidence and emotional surplus. It is related to the ability to delay gratification in order to achieve long-term goals, as well as the ability to express empathy towards others, and successfully utilize social skills to communicate it (Tuleja, 2014).

CQ heavily relates to several of the capabilities of successful emotional intelligence, however CQ is a condensed and more specific variation of intelligence with its focus on the advancement of an individual's communicative, collaborative, cognitive capabilities within a cross-cultural setting. A culturally competent person is therefore not limited to exuding empathy in their social interactions, they are able to acknowledge, understand, and accommodate the difference in cultural values, beliefs, and behaviors, as to react appropriately in the attempt to effectively operate

in a unfamiliar cultural setting. Moreover, a culturally intelligent person would retain the metacognitive ability to reevaluate different interactions, in the attempt to produce a more effective reaction, ultimately producing the most efficient results (Tuleja, 2014). Therein, CQ have its foundation within culturally governed interactions, which teaches the basic principle of effectively communicating cross-culturally.

In order to become culturally aware, it is of utmost importance to distinguish between *knowing* about different cultures and *adjusting* ones behavior and communicative skills to adapt to certain cross-cultural interactions. Accordingly, *Cultural Intelligence* is defined as an individual's capabilities for successful adaptation to new cultural settings. As well as retaining the ability to reason, understand, and create meaning correctly about an unfamiliar culture. Learning about it with ongoing interactions, and continuously reshaping your reasoning to become more sympathetic towards the unfamiliar culture. Ultimately, adjusting your behavior to be more accommodative and appropriate when interacting with specific cultures (Earley & Ang, 2003). Earley and Ang proposed their approach to the complexity of this topic, as they built upon the increasing consensus that the examination of intelligence should not be limited to the intricacies of cognitive abilities (Ang & Van Dyne, 2009). To this end, Earley and Ang theorized that CQ should be regarded as a multidimensional concept, which includes the facets of; metacognitive, cognitive, motivational, and behavioral dimensions. This particular multifaceted construct is based upon Sternberg and Detterman's (1986) framework of multiple foci of intelligence, in which Sternberg conceptualized a the academic views on intelligence, in order to propose four reciprocal ways to conceptualize intelligence on the individual level. Sternberg and Detterman's framework included the four dimensions of; *metacognitive intelligence, cognitive intelligence, motivational intelligence, and behavioral intelligence*.

Therein, the four facets of CQ reflects the contemporary views of intelligence as an individual characteristic of multiple factor, which is comprised of the; *metacognitive, cognitive, motivational, and behavioral factors* (Ang & Van Dyne, 2009). As CQ is a specific construct within the concept of intelligence, the same four dimensions are applicable (Ang & Van Dyne, 2009).

7.4 The Four Facets of Cultural Intelligence

Metacognitive CQ

The metacognitive CQ refers to the individual's capability to acquire, understand, and interpret cultural knowledge. It is the level of conscious cultural awareness within cross-cultural interactions. Individuals who retain a high level of metacognitive CQ are able to consciously question their own cultural bias, and assumptions. Moreover, they are able to reflect during interactions, and therefore adjust their cultural knowledge within the interactions they may find themselves in (Ang & Van Dyne, 2009). Metacognition usually involves complex cognitive strategies, which would allow for the development of new heuristics and questioning in regards to social interactions within a cross-cultural context, by encouraging information processing on a more acute level (Flavell, 1979).

The dimension of metacognition within CQ is imperative as it promotes active thinking processes regarding people and situations in a variety of cultural settings. Moreover, it challenges the reliance upon culturally bounded thinking and assumptions, which ultimately allows for the individual to adapt and develop their communicative strategies as to ensure a more beneficial outcome in their cross-cultural encounters (Ang & Van Dyne, 2009). Furthermore, metacognitive CQ reflects the mental processes that are imperative to the acquisition and interpretation of cultural knowledge, including the control over individual thought processes relative to the concept of culture (Flavell, 1979). Individuals retaining a high level of metacognitive CQ are therefore consciously aware of certain cultural preferences, values, and norms of different societies and cultures, prior to and during the interactions (Ang & Van Dyne, 2009). In addition, these individuals are able to question cultural stereotypes and assumptions, as well as adapt and develop their thinking during and after relevant experiences.

Cognitive CQ

Whereas metacognition retains a focus on the higher order of cognitive skills and mental strategies, cognitive CQ refers to the knowledge of the individual regarding the norms, societal values, practices, and conventions of various cultures, which have been acquired through personal experience. Therefore the cognitive CQ is directly related to the knowledge of the cultural environment that the individual retains. Moreover, this cultural knowledge includes the awareness of oneself as embedded in the cultural context of a specific environment (Ang & Van Dyne, 2009). Cognitive CQ also provides us with the indication that cultural universals exists, as well as cultural differences.

These two types of cultural knowledge are often referred to as emic and etic constructs. Emic constructs materialize when a cultural process is unique to one culture, and therefore it receives meaning by its context, whereas an etic construct is universally shared across cultures (Berry et al, 1992). Moreover, these are cultural universals which are based upon fundamental human needs, as all human's share similar basic needs (McLeod, 2018). These culturally shared universals can range from technological innovations such as tools, methods of food gathering, economic activity, patterns within social interaction, beliefs and behaviors such as religion, and communicative patterns (Ang & Van Dyne, 2009). In summation, all human societies possess fundamental systems created in order to accommodate basic physiological needs. These are complex systems, such as economic systems to produce and distribute vital products and services, systems of communication to facilitate interactions, social systems to encourage procreation and safety, as well as systems of supernatural beliefs to explain unexplainable phenomena (Ang & Van Dyne, 2009). CQ, however, is argued to encompass both etic and emic constructs.

Cognitive CQ is imperative to overall cultural intelligence, as the knowledge of culture affects the thoughts and behavior of people. Comprehending the variables of a society's culture allows for the individual to appreciate and therein accommodate the systems and patterns of social interaction within a given culture. Retaining a high level of cognitive CQ allows for better interactions with individuals from an unfamiliar culture, as the cultural knowledge provides a better foundation of understanding (Ang & Van Dyne, 2009).

Motivational CQ

Motivational CQ refers to the individual's ability to guide attention and energy towards the acquisition of cultural knowledge. It is argued that such motivational capabilities can provide the individual with control over cognition and behavior that facilitates goal accomplishment (Kanfer & Heggestad, 1997). Individuals retaining a high level of motivational CQ possess the ability to focus their attention and energy towards intercultural interactions based upon the individual's congenital interest, as well as their confidence in their intercultural effectiveness (Ang & Van Dyne, 2009). The motivational CQ is an imperative component of CQ, as it serves as a source of drive. It brings about effort and motivation towards working and functioning within an unfamiliar cultural setting.

Behavioral CQ

The final component of CQ, behavioral CQ, reflects the ability to display verbal and nonverbal actions appropriately, when involved in cross-cultural interactions. The importance of behavioral CQ is evident, as verbal and nonverbal actions and behaviors are essential features of social interactions. The mental capabilities for cultural understanding and motivation must be integrated with the capacity to embody and exhibit the appropriate verbal and nonverbal actions, based upon the context of the cultural setting (Hall, 1959). Therein, it is argued that within a face-to-face interactions, the individuals do not possess access to the underlying thoughts, feelings, or motivations. However, they are limited to what they hear and see in the vocal, facial and other outward expressions of the opposite individual (Ang & Van Dyne, 2009).

Behavioral CQ involves the display rules that govern when and under what circumstances various nonverbal expressions/actions are; required, permitted, encouraged, and prohibited. Moreover, behavioral CQ is concerned with the interpretations and meanings that are associated to particular nonverbal behaviors. Therein, individuals that retains a high level of behavioral CQ appear flexible and are able to adjust their particular behaviors to the specific cultural situations that require it. This capacity for adjusting ones behavior is especially vital in cross-cultural interactions, as the nonverbal cues function as a silent language, and can have a considerable effect on the progress and success of cross-cultural interactions (Ang & Van Dyne, 2009).

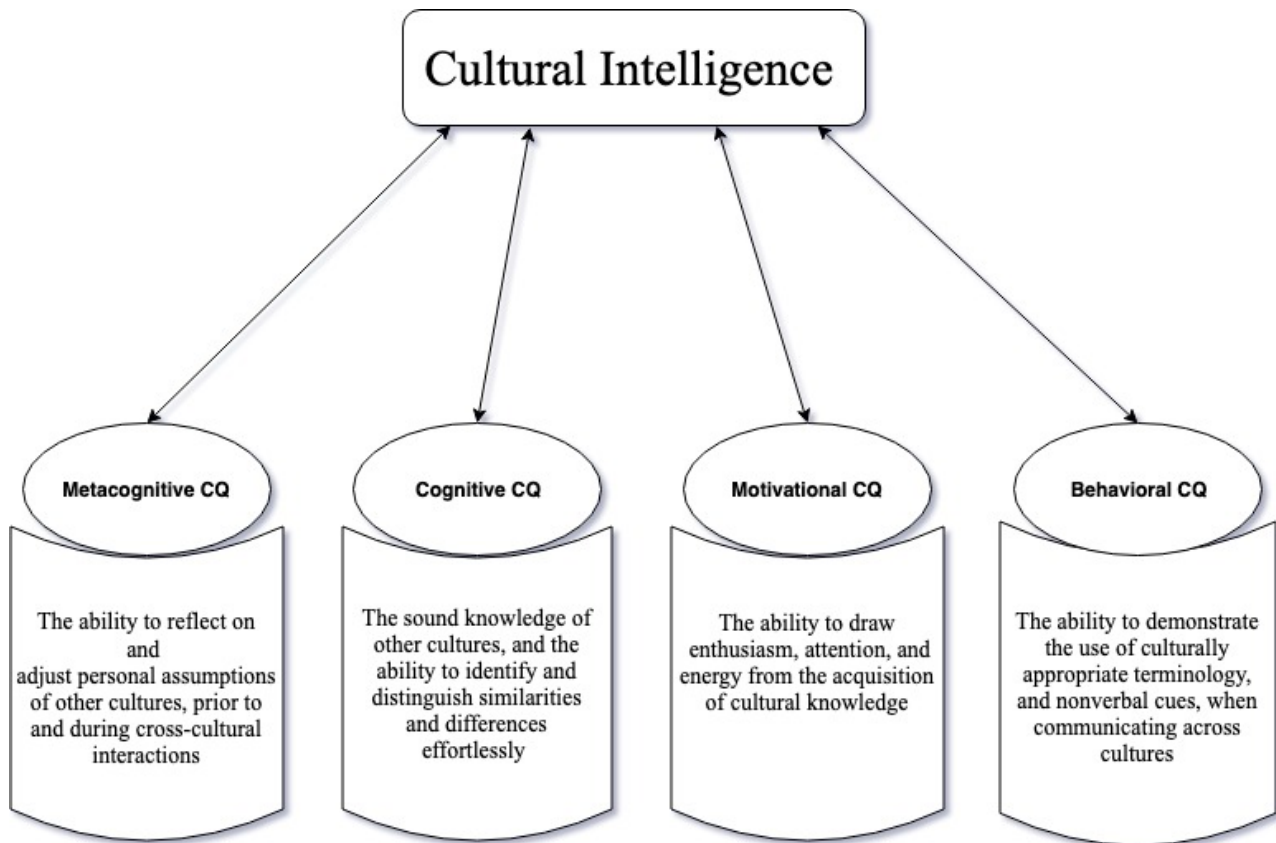


Figure 3: Facets of Cultural Intelligence (Adapted from Ang & Van Dyne, 2009).

8. Analysis

The following analysis will encompass three components. The first component will include an examination of the collected survey data. This examination will include the compilation of the relevant survey responses, divided by each of the respondents. This compilation and following examination will be used in order to identify the exhibited characteristics of the respondents in regards to the relevant dimensions of personality. Thereby, creating a comprehensive delineation of personality. Subsequently, these personality profiles will be examined with the pertaining knowledge of the expatriation process in order to determine the feasible influence these dimensions of personality could have on the respondents expatriate performance. Moreover, the interviews of the respondents will be examined in order to determine and examine the exhibited notions of the four facets of CQ.

8.1 Presentation of findings.

Respondent 1.

Extraversion

In their survey response R1 asserted themselves as retaining a high level of extraversion. This is evident in their affirmative responses to the statements; “I see am someone who is talkative”, which is further reinforced by their response *disagree* to the reversed statement of; “I am someone who is reserved” and to the statement linked to inhibitory factor of shyness. Moreover, R1 claims themselves as being assertive in the associated survey statement (Appendix I), and furthermore claims to be outgoing and sociable in nature. However, in none of the statements pertaining to *extraversion* did R1 choose the response option of *Strongly Disagree*, which demonstrates the boundaries in regards to the extraversion of R1. Furthermore, R1 choose the *neutral* response option in regards to the statements “I am someone who is very energetic”, and “I am someone who inspires a lot of enthusiasm in others” which could illustrate the respondents self-awareness in regards to their extroversion.

Pertaining to the influence of extraversion in expatriate assignments, Is it argued that being highly extraverted is related to functional wellbeing of expatriates in their assignments (Caligiuri, 2000). Moreover, it is further argued that extraversion provides the capabilities to become others-oriented (Caligiuri, 2000), which subsequently provides the expatriate with a willingness to communicate. Additionally, this willingness to communicate directly affects the expatriates communicative capabilities, rendering them more effective in their social interactions, thereby allowing them to effectively navigate their social environment, and social hierarchy.

Agreeableness

R1 illustrates a palpable degree of *agreeableness*, however they still retain clear boundaries within this particular dimension of personality. Pertaining to the statements “*I am someone who is helpful and unselfish towards others*” and “*I am someone who is forgiving of others*” R1 responded with *Agree*, which ascertains their agreeableness to a certain extent (Appendix I). However, in regards to the statements concerning the degree to which they are generally trusting in nature, and whether they are someone who initiates conflicts with others, R1 choose to remain neutral (Appendix I). The neutral option could illustrate aspects of a disagreeable condition in R1. Moreover, R1 asserted themselves as being prone to finding faults in others, which supports the previous argument of them retaining some disagreeable characteristics.

As previously mentioned, *agreeableness* affects the individuals ability to initiate and maintain strong relationships. Moreover, it is argued that being agreeable in nature could aid in the expatriation process, as it provides the ability to display proper relational skills, e.g. courtesy, tact, as well as display respect and kindness (Caligiuri, 2000). As previously mentioned a high level of extraversion, allows the individual to identify their place within social hierarchy, however successful social relationships is directly related to a higher level of agreeableness. According to these arguments, R1 would, in their expatriation process be an effective communicator in a business or work context, however they could encounter difficulties in maintaining their social relationships.

Conscientiousness

R1 displays a very high level of *conscientiousness* based upon their survey responses. R1 displays affirmative responses towards themselves being a reliable worker, being someone who keeps going until their task is finished, being efficient in their job, and as being someone who creates plans and follows through with them (Appendix I). This is evidence of a highly loyal and responsible employee (John & Srivastava 1999). Moreover, R1 disagrees with the notion of being careless in their job, as well as any tendency towards being disorganized. However, R1 does concede to their tendency towards becoming easily distracted, as well as a neutral opinion on the tendency towards being lazy, both of which is negatively related to *conscientiousness*.

Retaining a conscientious personality as an expatriate, contributes towards being perceived as a trustworthy employee, which also affects the expatriates status and social acceptance. Moreover, it is argued that the retention of a conscientious personality enhances the reputation of the expatriate within their work environment, which could potentially aid in the creation of more positive social relationships. Additionally, studies involving domestic employees have shown that conscientiousness positively relates to job performance, a relationship which Ones and Viswesvaran (Caligiuri, 2000) believes could be applicable to the context of expatriates. Furthermore, they argue that conscientiousness is related to the completion of the expatriation assignment, as those retaining a conscientious personality will feel a substantial amount of commitment and loyalty to their tasks (Caligiuri, 2000).

Neuroticism

R1 displays a low - moderate amount of *neuroticism*. This is evidenced as they retain a somewhat neutral position to many of the corresponding statements. R1 ascertained a neutral

position in their tendency towards being cold and distant, as well as their tendency to be rude, and to worry a lot. Furthermore, R1 disagrees with the statement; “I am someone who is not easily upset” (Appendix I), and agrees with the statement “I am someone who is self-conscious”, which establishes characteristics that could be evidence of maintaining a somewhat emotionally fragile condition. However, R1 does not believe themselves to be a moody individual, or someone who is often nervous, and moreover regards themselves as being able to handle stress properly, as well as not being overly pessimistic.

Stress is often associated with living and working within an unfamiliar environment, therefore the emotional stability of the expatriate is argued to be a vital factor with regards to their performance and adjustment. Moreover, being emotionally unstable could potentially leave the expatriate vulnerable towards a poor mental state, which could ultimately result in poor job performance and job termination (Caligiuri, 2000). Neuroticism is argued to be related to a resilient, flexible, and mediating personality, which could be argued to effect the personal and social relationships of the individual. Maintaining a highly self-conscious and anxious personality does not constitute a favorable foundation for social interactions, and thereby are not positively related towards social relationships (Fenigstein, 1979)

Openness

With regards to *openness* R1 displays some responses, which would be indicators of openness. The aforementioned statements concerns the respondents originality, them being cognitively reflective, as well as their interests in creative topics, such as music, literature, and art (Appendix I), all of which R1 answered with *agree*. Moreover, R1’s openness is evidenced in their response towards the statement “I am someone who is curious about a lot of things), to which they responded with *strongly agree*. Openness is often referred to as openness to experience, and have historically both been referred to as *intellect* and *culture*. Moreover, it is argued to be similar in nature to Maslow’s notion of self-actualization. Openness is of substantial importance as is it concerned with the individual’s cross-cultural openness, and interests in the unfamiliar (Arthur & Bennett, 1995). R1 exhibits many of the characteristics which are related to a high level of openness such as curiosity, creativity, and cognitive reflectivity, however in a contradictory manner, R1 stated that they were someone who is mostly comfortable with routine (Appendix I). Thereby, being most comfortable with the familiarity of the usual and habitual.

Within the context of the expatriation process, it has been argued that the success of the expatriate can be attributed to the cognitive complexity and perceptual intelligence needed in order to correctly assess and understand the host culture (Caligiuri, 2000). Moreover, retaining a high level of openness can assist the expatriate in their adjustment process. As *openness* encompasses personality characteristics that would feasibly cause the expatriate to be more accepting of the unfamiliarity of an unaccustomed moral – value system, as well as different communicative processes (Caligiuri, 2000).

In summation, R1 appears to retain a high level of extraversion, which allows for functional and effective communication, and navigation of social hierarchy and environment. Moreover, R1 displays a moderate level of agreeableness, which would suggest that their communicative capabilities may be more effective on a business context, and might encounter issues communicating on a personal level. R1 retains a high level of conscientiousness which would make them effective in their job, and produce a favorable reputation within the workplace. Additionally, the low level of neuroticism which would create an emotionally stoic individual with a firm emotional baseline. And lastly, the moderately low level of openness, which is indicated by their preference of routine, could potentially be a hindrance, while functioning in a host culture for an extended period of time.

Respondent 2.

Extraversion.

R2 displays a high level of extraversion. An abounding number of the statements regarding the sociability, social energy, and assertive personality were answered with the indication of R2 being highly extraverted. Moreover, the statements of “I am someone who is shy and inhibited” and “I am someone who have a tendency to be quiet” were answered with a *strongly disagree* (Appendix II), which supports the evidence of R2’s extravertive personality. The lack of shyness, and the tendency to not be quiet in nature could serve as an effective tool in regards to creating and maintaining a social network, while on their expatriate assignment. Additionally, R2 believes themselves to inspire enthusiasm in others. Enthusiasm is directly related to employee attitude, which is argued to have an influence in organizational outcomes; quality, sales, efficiency, customer satisfaction, and employee motivation (Sirota, Mischkind & Meltzer, 2018). And as previously mentioned, the high level of extraversion creates efficient communicative abilities for the expatriate.

Agreeableness

In regards to *agreeableness*, R2 remains relatively neutral. R2 displayed indifference in regards to statements such as “I am someone who finds faults in others” and “I am someone who initiates conflicts with others”, moreover R2 do not regard themselves as being forgiving in nature, and remains impartial in regards to the proposed tendency to be rude. Likewise do they agree with the statement of them being cold and distant (Appendix II). The aforementioned gives the impression of R2 as being a rather disagreeable individual that could be rather forthcoming in expressing their individuality and boundaries. Less agreeable individuals is often less likely to be taken advantage of, as they tend to be more blunt with their display of negative emotions (John & Srivastava, 1999). However, R2 does display notions of *agreeableness* as they regards themselves as being kind, considerate, unselfish, and helpful, and enjoys cooperation with others. Additionally, R2 believes themselves to be generally trusting of others (Appendix II). These findings illustrates an individual with that, together with their extraversion, could have a tendency to be dominant in their social interactions. This argument is supported by R2’ assertiveness and tendency towards being forthright and explicit in their communication (Appendix II).

Conscientiousness

R2 asserts themselves as retaining a very high level of *conscientiousness*. R2’s conscientious personality is manifested in their responses, which provide many responses of either *strongly disagree*, or *strongly agree*. This illustrates an individual who is extremely reliable, efficient, and thorough in regards to their work. Moreover, R2 does not retain the tendency to be lazy, be disorganized, or become easily distracted (Appendix II). Ultimately, R2 highly conscientious personality which could be a vital factor in regards to their performance as an expatriate. A conscientious expatriate is perceived as a responsible employee by management and often rank higher in job satisfaction (Bear, 2014). Moreover, highly conscientious people retain the ability to delay satisfaction, and achieve higher levels of success by planning ahead, a trait which R2 strongly exhibits (Appendix II).

Neuroticism

In regards to the emotional stability of R2, a big majority of their responses demonstrates very low neuroticism. The aforementioned argument is evidenced in the respondents

strongly opinionated responses towards the statement “I am someone who is often pessimistic or unhappy” to which R2 answered *strongly disagree*, and to the statement of “I am someone who have a tendency to be tense” to which their responses was also *strongly disagree*. Furthermore, R2 through examining the survey responses, R2 is not susceptible towards factors such as stress, nervousness, or other characteristics associated with high neuroticism, which supports them retaining a strong emotional baseline. The aforementioned makes them suitable towards good performance in the unfamiliarity of another culture (Caligiuri, 2000), as R2 is not burdened by any palpable sense of stress, and is able to suppress their anxiety, and remain calm. However, R2 does exhibit a small amount of neuroticism, as they regard themselves as being a self-conscious individual, which could impede them in their social interactions. The challenges associated with self-consciousness and self-awareness are related to the self-conscious individual’s tendency to engage in preservative or defensive self-evaluation processes, when faced with social scrutiny. These processes are subsequently argued to lead to social withdrawal, which affects the general emotional wellbeing of the individual (Alden, Teshuk & Tee, 1992).

Openness

With regards to *openness* R2 displays some of the associative features of retaining a high level of openness. These associative features pertains to the respondents curiosity, as well as their imaginative capabilities, originality and innovative thinking. Furthermore, R2 demonstrated some favorable aspects in regards to their interest in the creative processes and esthetic experiences, which supports the notion of openness. As an individual high in *openness* retaining an active imagination and curiosity is often associated with the an interest in attending and processing complex stimuli (Weisberg, DeYoung & Hirsh, 2011) Moreover, R2 responded with *neutral* in regards to whether they find routine comforting, suggesting a slight inclination towards the familiar (Appendix II).

In summation, R2’s personality profile illustrates a very high level of *extraversion* in the majority of the associated survey statements. This extraversion constitutes a basis for their interpersonal relationships, and communicative capabilities. Their exhibit level of *agreeableness* is moderate to low based upon their responses, which in correspondence with R1 would be effective in a work based context. However, as previously mentioned R2’s assertive personality, high level of extraversion, tendency towards being cold and distant, and moderately low level of agreeableness

could suggest a dominant personality characteristic. Moreover, R2 retains an extremely high level of conscientiousness, making them a reliable and efficient employee, and is able to produce a favorable reputation amongst coworkers and management. R2 retains a strong emotional baseline, without the tendency to experience periods of stress or negative emotions, furthering their favorable reputation as a reliable employee, and constituting a strong basis for their experience as an expatriate in an unfamiliar culture. Lastly, their level of openness, allows for the appreciation of the unfamiliar and the creative processes. Combined with R2's extravertive personality and their openness suggests a good baseline for the development of social relationships and social networks.

Respondent 3.

Extraversion

R3 stands differentiates significantly from all of the other respondents. R3 levels of extraversion is very low, therefore is crossing the boundary into the introvertive branch of the spectrum. R3 does not believe themselves to be talkative, sociable, or retaining an outgoing personality, which corresponds with the introvertive personality traits. Moreover, they argues themselves as having a severe tendency towards being quiet in regards to interpersonal interactions (Appendix III). Furthermore, R3 is not likely to inspire a lot of enthusiasm in the people around them, which corresponds with their negative answer towards the statements of "I am someone with an assertive personality" and "I am someone who is very energetic". Additionally, R3 perceives themselves as being heavily inhibit by their shyness. As previously mentioned in the theoretical account of extraversion, being shy is not just a personality traits accommodated by introvertive personalities. R3's introvertive personality might suggest an individual, who experiences difficulties engaging in social interactions, and therefore might be unsuccessful in creating and maintaining essential reciprocal relationships, which might influence their performance in their expatriation assignment. However, their job performance is context dependent as extraversion is not a deciding factor within all kinds of professions. High extraversion is a suitable fit for highly social professions, such as sales, human resource advisors, public relations offers etc. whereas introverts might thrive in various creative professions, within research, or jobs within IT (Baer, 2014). Introverts have been argued to have the potential of being significantly beneficial within the workplace, as these personality types are inclined to observe before acting. Therefore they are beneficial towards thorough assessment (Sarkis, 2019). This argument is supported by the collected data as R3 regards themselves as being thorough in their work related assignments (Appendix III).

Moreover, introverts do not need as much external reinforcement, allowing for those interpersonal resources to be allocated elsewhere (Sarkis, 2019), which would be beneficiary to other employees.

Agreeableness

R3 exhibit's a moderate amount of *agreeableness* within the collected data. There seems to be a disconnect between the outward reactions of R3, and the personality characteristics of which R3 encompasses. R3 retains a helpful and considerate characteristic, along with the ability to build trust easily. However, R3 agrees towards a tendency to be cold within social interactions, reflecting their introvertive tendencies. Moreover, R3 does not forgive easily (Appendix III), and therefore have a tendency towards animosity, and moreover is not comfortable with confrontation, which corresponds with the aforementioned personality characteristics. Moreover, this corresponds with the notion of introvertive people often retaining more emotionally intimate and meaningful relationships, as they might encounter more challenges in finding acquaintances with a complementary personality to their own (Sarkis, 2019).

Conscientiousness

As previously argued, introvertive personalities tend to thrive in their professions, if said professions is a fit to their personality, and accommodates their introvertive tendencies (Sarkis, 2019). R3 exhibits conscientious traits of personality to a certain extent. They see themselves as being both thorough and highly efficient in their work, and as someone who is a reliable worker (Appendix III). This coincides with the previously examined dimensions of personality. However, the *conscientiousness* of R3 is challenged by the notion of them retaining the tendency towards being disorganized, as well as being lazy, and being easily distracted, all of which are characteristics associated with low conscientiousness (John & Srivastava, 1999). Moreover, as previously argued by Ones and Viswesvaran, conscientiousness is suggested to have a decisive influence upon the expatriate's propensity towards completing their expatriate assignment, or choosing to terminate prematurely (Caligiuri, 2000). Therefore, the low conscientiousness exhibit by R3 could influence their performance as an expatriate negatively.

Neuroticism

Another personality trait of R3 that might be problematic towards their function as an expatriate, is them being highly neurotic or emotionally unstable. Within the collected data R3

argued themselves to be a generally nervous individual, as well as being easily upset. Both characteristics that are not associated with the adaptability and sturdiness related to a successful expatriate (Caligiuri, 2000). In the paragraph pertaining to the extraversion of R3, it was argued that being shy is not solely a characteristic brought on by the lack of extravertive features, more so it as a trait materialized by the a combination of introvertive tendencies and high neuroticism. This combination results in shyness being a trait associated with anxiety and a high level of self-consciousness, both of which are strongly exhibited in the personality profile of R3 (Appendix III). Moreover, as evidenced by the data, R3 does not manage highly stressful situations appropriately, which is another indicator of R3's personality not being accommodative of the stress involved with an expatriate assignment.

Openness

The data suggests that R3 does not exhibit copious amounts of *openness*. However, R3 does exhibit some of the corresponding characteristics, such as an interest in creative and artistic facets of life. Moreover, R3 retains highly reflective cognitive processes, and thereby also highly imaginative, which does correlate to a some amount of openness. However, identical to respondents 1 and 2, R3 prefers the familiarity of routine, which as previously mentioned is not a characteristic associated with being high in openness. Moreover, R3 does not regard themselves as being particularly innovative, or able to come up with new ideas (Appendix III), which further reduces their level of openness.

Ultimately, the aforementioned delineates a personality profile, which retains very little extraversion, resulting in introvertive characteristics. As previously argued, these introspective features can negatively influence the individual in their position as an expatriate, as the limited socialization, interactions and interpersonal relations can negatively affect the expatriate's ability to effectively communicate (Caligiuri, 2000), and ultimately lead to social isolation (Cherry, 2019). Moreover, R3's moderately low level of *agreeableness* corresponds to their introvertive tendencies. The aforementioned does not necessarily constitute a challenge within the workplace, as this is heavily dependent on the functions and responsibilities of R3 in their job. However, agreeableness is a decisive factor in the creation of social alliances and personal relationships. The social isolation and loneliness which can be a consequence of low extraversion and agreeableness, is evidenced to have an influence on the expatriation process (Appendix **LINAK**). Furthermore, R3 retains a fair

level of conscientiousness in regards to their efficiency and reliability as an employee, which could be speculated to benefit them in their expatriate assignment. R3 does not retain a strong emotional baseline, which could be an inhibitory factor in multiple facets of their everyday life, both personally and in a business context.

Respondent 4.

Extroversion.

The extravertive tendencies of R4 are highly noticeable. R4 illustrated a tendency within their survey responses towards answering towards the extremes, of *Strongly Agree* & *Strongly Disagree*, which is a factor affecting the examination of their personality profile. R4 is highly talkative and energetic, and does not retain the tendency towards being reserved, shy, or quiet (Appendix IV). R4 enjoys navigating their social environment, and corresponding with the theoretical approach to extraversion does exhibit an appreciation of the social stimulus that is obtained through interaction.

In correspondence with both R1 and R2, R4 would fare well in navigating their social environment and hierarchy, due to their highly extravertive tendencies. Their appreciation of social interaction is placed upon their communicative capabilities, which as previously argued allow for them to be others-oriented, strengthening their sociability (Caligiuri, 2000).

Agreeableness

R4 retains a noticeable amount of agreeableness within the collected data. They exhibits characteristics such as helpfulness, unselfishness, kindness towards others to positive degree. Additionally, R4 strongly disagrees with them having a tendency to be rude, supporting the argument of their highly agreeable personality. Moreover, R4 finds a substantial amount of enjoyment in cooperating with others. This enjoyment can be a direct result of R4 also retaining the ability to trust easily, which is imperative in cooperation with others.

R4 remains neutral towards the statement of “I am someone who tends to find fault in others”, and to a lesser degree agreed with the statement regarding their capabilities towards trust, and forgiveness. Moreover, R4 remained neutral towards the statement of “I am someone who often finds faults in others”, which could be interpreted as R4 retaining some nitpicky or critical tendencies. Nitpicky tendencies can often be detrimental towards the highly sociable character, and their social relationships (O’Grady, 2006), however combined with the R4’s disagreement towards

the statement of “I am someone who initiates conflicts with others”, these tendencies are not ones acted upon.

Conscientiousness

Within the dimension of *conscientiousness* the characteristics of R4 remains moderately low. In regards to several pertinent statements, R4 remained neutral. These statements reflects R4’s reliability as a worker, as well as their tendency towards being thorough in their job. Moreover, R4 expressed indifference towards the tendency to be disorganized, lazy, as well as easily distracted, which negatively affects the conscientious characteristics of R4’s personality. However, R4 argues themselves to be efficient in their job, despite of their low moderately low conscientious tendencies.

The lack of conscientious tendencies can be argued to have a negative effect upon the performance as an expatriate. However, the trust of others often associated with being highly conscientious (Caligiuri, 2000), could also be argued to be obtained through the highly extravertive and agreeable characteristics exhibited by R4. Furthermore, despite the low levels of conscientiousness, R4’s efficiency can also be speculated to be a result of synergy between the extravertive, agreeable, and conscientious tendencies of R4. Moreover, individual’s low in conscientiousness tend to be composed and flexible, which are characteristics that could benefit R4 in their work.

Neuroticism

R4 exhibits a very low level of neuroticism, which illustrates a very strong emotional base. The collected data of R4 pertaining to their neurotic tendencies delineates an individual that is robust, composed, and very effective in their manage their levels of stress and anxiety (Appendix IV). Furthermore, R4 does not believe themselves to be a tense individual, or someone who is easily upset, further supporting the aforementioned strong emotional base. However, R4 does retain some notions of self-consciousness in their profile, as evidenced by the data (Appendix IV), however that being the only negative influence identified, does not make it a vital component of R4’s personality.

In connection to the aforementioned, self-consciousness and the related characteristic, self-awareness are not inherently negative influences on personality and behavior. Duval and Wicklund (1972) proposed that when we, as individuals, focus our attention upon ourselves, we become able to evaluate and compare our current behavior to our internal standards and values.

Thereby, becoming self-conscious and self-aware as objective evaluators of ourselves (Zhu, 2019). This metacognitive evaluation of behavior and personality creates the ability to make alterations in the attempt to accommodate unfamiliar components within social interactions, is argued to be positively related to the performance as an expatriate.

Openness

In contrast to the previous respondents, R4 displays exceeding notions of openness within personality. The innovative and creative tendencies are highly present within R4, as well as their appreciation and interest in both the creative and artistic components. Moreover, in contrast to the previous respondents, R4 acknowledges their difficulties in regards to routine. R4's contending views of daily routine, supports their openness.

The exhibit traits of openness can be argued to have an effect in R4's willingness to adopt unconventional ideas, which is supported by their strong acknowledgement of "I am someone who is able to come up with new ideas" and "I am someone who is original".

Furthermore, openness has in previous research been associated with intelligence. Specifically, intelligence may to some degree predispose the individual to openness, or openness may help develop intelligence (McCrea & Costa, 1987). Individuals who by nature are more open to new experiences often place themselves in situations there they are more likely to acquire new information and knowledge, thereby increasing their intellect, then individuals who retain the tendency towards residing in the conformality of the familiar. However, it has been argued that within academia, the relationship between openness and intellect would be best construed as separate dimensions of individual differences (McCrea & Costa, 1987).

In summation, R4's personality illustrates a very high level of extraversion, which constitutes a foundation for excellent communicative strategies and interpersonal relationships. Along with the high level of agreeableness, R4 can be argued to be very effective in their work-related and their personal alliances and relationships. Moreover, as previously mentioned, the agreeable tendencies of R4 could be jeopardized in their somewhat nitpicky and critical approach to others. But as they are not prone to confrontation, the critical approach to others does not necessarily materialize as a challenge towards the dimension of agreeableness.

Moreover, the strong emotional base constitutes a personality within a tendency towards mood swings, stress, or anxiety, which along with their high level of openness creates an ideal and reliable personality for expatriation. However, it is important to note that R4's function as an expatriate could be compromised by their lack of conscientiousness. However, as theorized, the lack of conscientiousness can be accommodated by the self-awareness, as the metacognitive features associated could positively influence their efficiency and performance.

Respondent 5.

Extroversion

Similarly to R4, R5 displays highly extravertive features, which is illustrated in their strong acknowledgement of their sociability and talkative characteristics. Moreover, R5 regards themselves as being energetic, and able to inspire enthusiasm in others (Appendix V), supporting the categorization of being highly extraverted. The aforementioned indicates R4 as being an individual, thriving in social interactions, and appreciative of the attached social stimulus, and thereby pursuing interactions with other social actors.

As previously mentioned this constitutes a personality able to develop the capabilities of being others-oriented, and a willingness to communicate, which subsequently rendering them effective in their social interactions.

Agreeableness

R5 displays several notions of a highly agreeable personality. The aforementioned is evident in the recognition of R5 being helpful, unselfish, and forgiving. Moreover, the displaced notions of R5 being generally trusting in nature, and strongly opposed to finding faults in others (Appendix V), constitutes an individual, conscious of the proper relational skills such as; courtesy, tact, and the ability to display respect and kindness (Caligiuri, 2000). Abiding by the theoretical framework, R5 would not experience challenges towards the creation or maintenance of meaningful social relationships, both personally and professionally.

Moreover, in support of the previous arguments, it have been argued that counterproductive workplace behaviors correlate higher with individuals low in agreeableness, and that low agreeableness is a detriment component of successful teamwork and cooperation (Koons, 2019).

Conscientiousness

Corresponding to R4, R5 displays moderately low characteristics of *conscientiousness*. This is evidenced by the data, as R5 argues themselves to not be thorough in their work, as well as retaining both the tendency to be lazy, as to be easily distracted. However, R5 still displays themselves as highly efficient in their work, without the tendency to be disorganized, and with the ability to keep going until their task is complete, making them able to delay gratification in exchange. Moreover, R5 regards themselves as being a reliable worker.

High levels of conscientiousness are a desirable trait within corporations, as it constitutes a diligent, responsible, and accountable employee. However, being low in conscientiousness is not a detriment towards the ability to perform exceedingly well professionally. R5 retaining low conscientiousness can constitute an expatriate that is highly flexible, with a capacity to seize opportunities, change priorities, and deviate from the long-term plan. Thereby, low conscientiousness employees are faster and more effective in their adaptability. The aforementioned is also the case within teamwork and cooperative, where employees with low conscientiousness are more efficient (MacRea, 2015). In support of the previous argument, R5 answered *Strongly Agree* in regards to the statement of “I am someone who enjoys cooperating with others” (Appendix V).

Neuroticism

In addition, by use of the data R5 is perceived as an individual with a strong emotional base, thereby very low in neuroticism. R5 retains the ability to manage their stress effectively, as well as not being inclined to experience anxiety, or a high degree of worrying. This is evidenced by R5’s responses in the collected data (Appendix V). Moreover, R5 regards themselves as having a strong emotional foundation, and thereby would theoretically handle the stress of the expatriation process effectively. Similarly to the profile of R4, R5 displayed their inclination towards being self-conscious. However, based upon the remainder of the responses suggesting a low level of neuroticism, one could argue that R5’s experience of self-consciousness could be related to their self-awareness. R5 does not exhibit notions of nervousness or shyness, which is often negatively associated with low self-esteem and self-consciousness (Cheek & Melchior, 1990). Thereby, one could theorize R5’s modicum of self-consciousness pertains to the metacognitive capabilities suggested by Duval and Wicklund (Zhu, 2019), which would aid in their expatriation assignments.

Openness

Lastly, R5 displayed a moderate level of *openness* in their survey responses. R5 regards themselves as being original, innovative, and able to come up with new ideas, which corresponds with a high level of openness. Moreover, R5 displays characteristics of a highly creative individual, with an appreciation of creative stimulus. Similarly to R5, R4 conveyed their disinterest in routine, further strengthening their openness.

However, indifference was also present in regards to the statement “I am someone who is highly reflective”. Being able to produce reflective thinking is vital in learning from new experiences. Thereby, it is argued that the reflective thought process is used in understanding and interpreting real, complex, and difficult situations, (Moon 1999) such as the ones encountered on an expatriate assignment, where various components of cultural and communicative strategies have to be accounted for in order to remain successful.

To sum up, the personality profile of R5, amounts to an individual retaining very extravertive characteristics. As mentioned in previous sections of analysis, extraversion provides the individual with an exceptional communicative foundation, which makes them effective in their communicative strategies. In addition, extraversion allows for the identification of social hierarchy, and allows for easy navigation of social situations and environments. Furthermore, the high level of agreeableness, together with extravertive tendencies creates a basis allowing the individual to easily create meaningful relationships and alliances, subsequently effecting their social life. The lower level of conscientiousness of R5 is noticeable, and can potentially create difficulties within certain professions. However, the low conscientiousness of R5 have not effected their reliability or efficiency as a worker. Moreover, R5 retains a very strong emotional base, making them an emotionally stable individual, whom are able efficiently handle stressful situations and environments. Lastly, R5 displays moderate amount of openness, which supports the notion of them being successful in their expatriation assignment, and within their cross-cultural interactions.

8.2 The accommodative capabilities of the four facets of Cultural Intelligence.

It has been argued that for an expatriate to become successful in their expatriation process, it is imperative that they build a repertoire of cultural knowledge in order to ensure their capabilities to adapt to an unfamiliar culture (Evans, 2012). Therein, the development of accommodative capabilities towards cultural unfamiliarity is a deciding factor towards the expatriate's performance. Furthermore, it has been postulated that Cultural Intelligence (CQ) can be an assisting component towards cultural adjustment and cultural effectiveness (Lee & Sukoco, 2010). The following sections will include an investigation into the measures of the four facets of Cultural Intelligence exhibited in the interviews conducted with the respondents.

Respondent 1

It is evident that the distinctions between the variations of different cultural components is a feature that R1 is highly aware of. R1 argues that it is imperative to consider the various distinct cultural facets that exist between certain cultures. However, R1 also argues that these barriers that exist between cultures are not something that cannot be broken (Appendix VI, line 52). The aforementioned illustrates the cognitive CQ of R1, as it pertains to the retaining knowledge of the variations in cultural environments. Moreover, R1 demonstrates an awareness of certain communicative components, which may be beneficial to avoid in a particular cross-cultural interaction (Appendix VI, lines 59-61). This communicative strategy could indicate a process of reflection, which would indicate a high level of metacognitive CQ. Therein, the ability to suspend one's own cultural bias, and develop cognitive strategies prior to social interactions, for the purpose of facilitating effective communication. Moreover, the aforementioned suggests the interpretation of cultural knowledge, and the ability to suspend one's own cultural preferences. This is supported through the example given by R1; *"lets say we sit at a table with one person from Ukraine and one person from Russia - and we all know what is going on between Ukraine and Russia, these are some things that you don't want to touch, okay"* (Appendix VI, lines 59-61). This insinuates that R1 is conscious about certain cultural components that would be detrimental to the success of the interaction. Moreover, R1 acknowledges their own heavy interest in the discussion of political climates (Appendix VI, lines 70-72), which would insinuate R1's ability to disregard one's own

interests, in the attempt to facilitate better cross-cultural communication. The aforementioned corresponds with a higher level of metacognitive CQ (Ang & Van Dyne, 2009).

Moreover, R1 argues that this particular awareness of differing components of culture, as well as the awareness of nonverbal communicative cues are not a result of the expatriation process. R1 argues that the metacognitive strategies previously mentioned are utilized when engaged with clientele, as the company where R1 resides is an enormous multinational conglomerate, which have resulted in the diversification of the workforce being exorbitant to the point where the company have developed their own “company culture” (Appendix VI, line 80). Therefore, the cultural knowledge pertaining to cultural values, beliefs, and moral systems are not as easily identified within their workplace, and therefore the cognitive CQ approach to this diversification is, as R1 states to; “think global, act global” (Appendix VI, line 84).

In regards to motivational CQ, R1 argues that the potential challenges encountered in cross-cultural interactions are something that is very enjoyable. R1 states that “*Actually I find it really interesting, because if you meet so many different people from so many different cultures and markets its really interesting to hear them, how they are doing and what are their point of view, how they see things, how they are doing the business*”. (Appendix VI, line 90-93). The aforementioned is an apparent example of high motivational CQ, as it suggests a substantial enthusiasm in regards to gathering new cultural knowledge, which subsequently furthers R1’s cognitive CQ. The interview also illustrates R1 confidence in regards to cross-cultural socialization, therein it is stated that R1 does not attribute their cross-cultural skills to their expatriation process, and that it is more so a combination of their function as an expatriate, and previous travels across the world (Appendix VI, lines 105-109). The expressed willingness to experience the world strengthens the characterization of R1’s personality as retaining a palpable amount of openness. In addition, R1 expresses a longing for the familiarity of their home country. R1 expresses an appreciation of working and living abroad in different cultures and the personal development that accompany the expatriation process. However, R1’s function as an expatriate is temporary, and a return to the safety of familiarity is imminent (Appendix VI, lines 113-116). The aforementioned corresponds with R1’s comfortability with routine (Appendix I), which lowers the level of *openness* in their personality profile.

Respondent 2

It is evident in the data that R2 does not experience a surplus of difficulties with regards to their cross-cultural interactions, as their workplace is very internationally and culturally diversified (Appendix VII, lines 15-18). Therein, R2 displays notions of *cognitive CQ*, as they argue for their awareness of the different variations of different cultures, personality types, and mentalities, when involved in cross-cultural interactions (Appendix VII, lines 37-46). This corresponds with the theoretical approach to cognitive CQ encompassing the pool of knowledge pertaining to the different components of culture, which have previously been gathered from personal experiences. R2 emphasizes the need to be open to understanding these differences, which could be attributed to their moderate level of openness in their personality profile. The aforementioned could also suggest a self-awareness in regards to the need of openness in the accommodation of various cultural components. In support of R2's notions of cognitive CQ, it is stated that R2 is highly aware of societal issues or taboos within a certain culture (Appendix VII, lines 49-55). This awareness is based upon previous experience gained from interactions, and therefore related to the cognitive facet of CQ, as it pertains to certain etic constructs, such as various political orientations, racial stereotypes, and religious beliefs. However, one could argue that these previous experiences with this particular culture have allowed for R2 to develop communicative strategies, where the problematic cultural components are bypassed, in the attempt to accommodate the beliefs and values of the other communicative participants, thereby creating higher probability for a successful interaction. Therein, a metacognitive process of CQ is constructed. However, R2 states that this awareness of cultural knowledge is not necessarily thought about prior to any cross-cultural interactions. More so, this ability to accommodate cultural differences happens naturally (Appendix VII, lines 49-51), thereby limiting the notions of a metacognitive process. Furthermore, R2 exhibits cognitive CQ in regards to the non-verbal rules of cross-cultural communication, as they state; "Um, yes. I'm aware of it but I wouldn't say that I think about it" (Appendix VII, line 59). The cognitive process is displayed, however the metacognitive process absent.

It is postulated that a high level of *openness* is positively related to the metacognitive and cognitive facets of cultural intelligence (Duff & Chan, 2012), which is supported by the aforementioned argument.

R2's displays a high level of motivational CQ, this is evidenced through the statement of; *"No I definitely enjoy meeting people that are different as well to me, I think it is uh, it is exciting to learn new things you know, and um, yeah"*. This also corresponds with the openness of R2's personality profile, as they argued themselves as being particularly curious (Appendix II). Moreover, retaining a level of the motivational facet allows for control over cognition and behavior which aids in the facilitation of goal accomplishment (Kanfer & Heggestad, 1997). Thereby, the level of motivational CQ is can be linked to the potential success as an expatriate. Moreover, motivational CQ encompasses the amount of energy drawn from cross-cultural interactions, which can be linked to extraversion, and the ability to draw energy from social stimulus. R2 is displayed as an individual confident in their cross-cultural socialization skills (Appendix VII, lines 66-69), which further supports their motivational CQ. Furthermore, notions of behavioral CQ are evident R2's acknowledgment of the experienced need to change behavioral communicative components, such as the rate of speaking, accent, tone of voice e.g. as well as the consideration of attire prior to a potential interaction, in order to facilitate the appropriate image.(Appendix VII, line 73 - 78).

Respondent 4.

Examining the interview data of R4, it is evident that R4 is highly aware of the important components of cross-cultural interaction. R4 highly exhibits cognitive CQ by the acknowledgement of cultural similarities and differences (Appendix VIII, lines 8-12). Herein, R4 argues for their understanding of the cultural "baggage", all individuals are affected by. This baggage is argued to affect the way that we, as individuals regard the environmental, and cultural context in which we exists. R4 argues the aforementioned to be a result of a difference in nationalities, and thereby geographic cultural differences, but also attributes it to the behavior we exhibits during interpersonal interactions. Moreover, R4 argues for the cultural diversity's effect on the individual's perception and interpretation of the society in which we function. Therein, that in order to develop meaning cross-culturally, copious amounts of cultural insight have to be accounted for (Appendix VIII, lines 11-14). This rational and analytical approach towards cultural diversity suggests a high level of cognitive CQ in R4.

Moreover, R4 exhibits a highly reflective approach to the cross-cultural interaction, where self-realization and self-evaluation is a key component (Appendix VII, lines 15 – 21). The aforementioned argument is an indicator of the metacognitive capabilities retained by R4. The ability to self-evaluate and reflect upon what R4 refers to as “the binary communication” (Appendix VIII, line 16), is highly indicative of metacognitive CQ, as the heuristic interpretation of cultural components, and the conscious cultural awareness allows for the development of new cognitive strategies which facilitates communicative success. Moreover, the metacognitive CQ is illustrated in R4 acknowledgement of their consideration regarding the cultural assumptions they may retain, prior to, and during a cross-cultural interaction (Appendix VIII, lines 52-54). At this point in the interview, R4 demonstrates their approach to the behavioral facet of CQ, as R4 argues for their consideration of the specific language used in an interaction, as well as the particularities of the mental image they help create within the participants of the interaction. The aforementioned is an indicator of both behavioral and metacognitive CQ. Additional traits of behavioral CQ are present within the affirmation of the use of nonverbal communication such as, tone of voice and body language (Appendix VIII, lines 142-143). The behavioral CQ is exhibit connection with the cognitive facet, as R4 demonstrates the awareness of their own culture’s tendency towards limited body language, and recognizes the cultural discrepancies when encountered by more flamboyant and gesticulating cultures (Appendix VIII, lines 151-152)

Moreover, R4 emphasizes the importance of the exactitude of employed cultural assumptions and knowledge utilized when communicating cross-culturally, and well at the continued development thereof (Appendix VIII, lines 35-40). However, it is interesting to note that some notions the metacognitive CQ of R4 could be a result of a particularly culturally accommodative personality (*Openness*), or based upon prior experience, as the cognitive strategies are more thoughtful, than they are pragmatic. This is supported through R4’s disregard of the reevaluation of the validity of their cultural assumptions prior to an interaction. R4 argues that the validity of their assumptions are tested through an interaction, and thereby either conformed or contradicted. In addition, R4 illustrates the awareness that geographic ancestry is not a confirmation of culture, therein demonstrating additional traits of cognitive CQ.

Lastly, R4 illustrates motivational CQ, in the affirmation of the enjoyment they obtain through the challenges of cross-cultural interactions (Appendix VIII, line 92). The enthusiasm R4 exudes in regards to the cross-cultural interaction suggests that R4 receives a sense of gratification

in facilitating successful intercultural communication. However, R4 recognizes the difficulties and challenges that accompany cultural diversity on a management level. Therein, the potential miscommunication with employees of an unfamiliar culture (Appendix VIII, lines 93-97). However, in accordance with the exhibit trait of continued curiosity displayed in R4's personality profile, they argue that these potential challenges are imperative towards the management of diversity, as it forces the continued reevaluation and development of their strategies (Appendix VIII, lines 99-101).

Respondent 5

In accordance with the theoretical approach to CQ, R5 exhibits notions of cognitive CQ in their recognition of the existence of particular cultural differences and challenges that accompany the cultural diversification of both their workplace, as well as the society they inhabit. This is evident in R5 cognizance in regards to various lingual approaches to different cross-cultural interactions. R5 evidently retains cultural knowledge of topics and specific phrases that would be detrimental to the success of the interaction (Appendix IX, lines 6-11, 22-24).

Therein, as a strategy derived from R5's cognitive CQ, they employ metacognitive strategies, of which they are conscious to a certain extent. This is evident as R5 states; "I give thought to it prior to the meeting, as well as adjusting it during the conversation. Both unconsciously, and consciously" (Appendix IX, lines 15-16). However, the unconscious condition is supported by R5's statement pertaining to the conscious review of the validity of their cultural assumptions, as they argue that; *"I have actually not, no... They are the things which I presuppose, and have had prior experience with, that matter, but I do not actively validate them"* (Appendix IX, lines 22, 24, 25). Which suggests the presence of unconscious metacognitive strategies as a result of cognitive CQ and prior intercultural experience. The utilization of metacognitive CQ, suggests the presence of behavioral CQ as well. By employing, and actively using the aforementioned cognitive strategies, and utilizing of the appropriate cultural terminology, the behavioral CQ emerges.

Additionally, R5 recognizes the importance of attire based upon the expectations of the impending cross-cultural interaction (Appendix IX, lines 87-90) Moreover, the recognition and adaption of nonverbal cues, such as the ones expressed in the statement; *"I do think about it, if I am in the presence of someone that can seem intimidating. I also think about if I am talking a bit too much, which I have the tendency to do. That's where I give thought to it, and are able to see it from*

their perspective” (Appendix IX, lines 79-82) The aforementioned statement further supports the behavioral CQ of R5.

Lastly, R5 retains motivational CQ, which is evidenced in several statements of the interview. In regards to whether or not R5 feels challenges by the abundance of intercultural components of cross-cultural interactions, R5 stated that; *“No, I enjoy them, because I always find it interesting to maintain a focus on your own communication, and observe how words create reality ... So I find it incredibly interesting, and yeah I find it exciting”*. (Appendix IX, lines 35-36-38). Moreover, R5 acknowledged the challenges they faced in their own four year expatriate assignment, however they recognized how the examination and interpretation of an unfamiliar culture aided in the further development of their own individual cultural perceptions (Appendix IX, lines 61-65).

9. Discussion of Findings

The following discussing seeks to evaluate the findings of this paper in order to identify a possible relationship between the specific characteristics of the respondent’s personality profiles, and their exhibited capabilities within the framework of Cultural Intelligence. Moreover, the most influential challenges established by the respondents will be included in the discussion, thereby examining the connection between the challenges faced, and a possible correspondent traits in personality.

R1 argues that the biggest challenge faced in their expatriation process is the Danish language. The Danish language infamous for its difficulty to master for foreign nationals. Especially with regards to pronunciation. However, The Foreign Service Institute categorizes the Danish language as a “Category 1” language, placing it within the same group as; French, Italian, and Spanish. The problematic nature of the language is often context dependent, as it is dependent on the mother tongue of the individual trying to master it (Barrett, 2017). Moreover, it is argued that the conscientiousness is directly considered to be a predictor of success in second language proficiency, as high levels of conscientiousness and extraversion leads to high use of memory strategies, which ultimately facilitates more effective language learning (Molaei, 2013). However, the aforementioned argument is contradictory towards the identified personality profile of R1, as it is argued that R1 retains both a high level of extraversion and conscientiousness. Although, in the

data R1 states that the primary language within their workplace is English, and that it is therefore not an environment which has an exorbitant Danish influence. It is not possible to improve secondary language speaking skills, without exercising them regularly. Therefore, extravertive tendencies are positively related towards second language proficiency, as it facilitates the regular usage of the language (Lourdunathan & Menon, 2005). The aforementioned could explain the language barriers faced by R1, and thereby lessen the contradictory argument against the relationship of R1's personality profile and the most prevalent challenge towards their function as an expatriate.

The issues faced in regards to the Danish language is a sentiment shared by R2, who also argues that the Danish language is especially difficult to master. Both the extravertive and conscientious tendencies of R2 are high, which would serve as a strong foundation for mastering the language. However, as with R1, R2 states that their current place of employment is very nationally and culturally diversified, which results in a global culture, and a shared global language within the organization. Furthermore, R2 argues that the challenge towards improving their language proficiency is a result of the Danish public's English proficiency. 86 percent of Danes speak English as a second language, which allows for foreign nationals to easily navigate the Danish social environment. However, it poses a challenge for expatriates towards the practice of Danish conversation skills (ISM, n.d), and thereby affects their performance in regards to their personal life within the Danish culture.

As mentioned in the methodology section of this thesis, the inclusion of R3 was deemed suitable despite absence of an interview with the respondent. The biggest challenges faced by R3 are cultural components, as R3 argues that outside of work, Danes can be quite exclusive and reserved, and therefore integrating into the Danish culture, as well as developing a network amongst Danes can be challenging (Appendix III). The issues towards the development of a personal network corresponds with R3's personality profile. The lack of extravertive tendencies creates hinderances in the search for social stimulus, and makes it difficult to navigate the cultural and social environment. Moreover, R3's low level of agreeableness can be argued to have a detrimental effect upon development and maintenance of personal social relationships, thereby creating the possibility of social isolation, which is detrimental to expatriate performance (Peltokorpi & Froese, 2009). Moreover, R3 argues for the differences in regards to cultural adjustment between the Danish cultural environment in comparison to previous expatriate experiences in Miami, Florida. Moreover, one could argue that a high level of conscientiousness could aid the expatriates operating within the Danish culture. This argument is supported as the Danish working culture is heavily

influenced by a casual work environment, where self-responsibility is essential (Project Welcome, 2011). Therefore, a conscientious personality can provide the needed ability to be efficient in manage time and work-related assignments, in order to remain a valued, efficient, and reliable employee. Moreover, the Danish working culture is highly influenced by an abundance of teamwork and cooperation (Workindenmark, n.d), and therefore both extraversion and agreeableness would be personality characteristics that would be essential towards the performance of R1 and R2. Lastly, the work culture in Denmark retains a flat hierarchy, therefore personality characteristics, which allows for the navigation of hierarchies could be essential. As extraversion allows for individuals to assert themselves and navigate of the hierarchy of social environments, it would be a highly beneficial personality trait to retain within a workplace with a flat hierarchy.

It is argued that *Openness* is directly associated with high levels of CQ, and can be used as a predictor of general cultural intelligence (Depaula, et. al., 2016). Moreover, it is argued that extravertive tendencies aid in the facilitation of CQ within the individual. However, higher levels of CQ are positively related towards personality profiles exhibiting both extravertive tendencies, as well as high openness. This argument is founded upon research findings that suggests that the aforementioned personality characteristics relate positively towards sensation seeking tendencies. This is argued as openness is related to easier cultural accommodation, and extraversion is related to the willingness towards taking social and physical risks (Depaula, et. al., 2016).

The aforementioned corresponds to some of the findings of this paper. R4 and R5 exhibited various aspects of metacognitive CQ strategies in their interviews, and retained a high level of conscious behavioral decisions based upon their collected cultural knowledge (cognitive CQ). This suggests individuals, who would be effective within cross-cultural interactions. Moreover, both R4 and R5 displayed low neuroticism, and thereby a strong emotional base, allowing for superior accommodation of the stress that accompany the expatriation process (Caligiuri, 2000). However, interestingly R4 and R5 displayed lower levels of conscientiousness than R1 and R2. Therein, it is argued that a positive relationship between conscientiousness and metacognitive CQ exist (Ang, Van Dyne, Koh, 2006), a relationship which is not completely evident in the findings produced by this research paper. However, the findings of this paper supports the argument of high openness being related to all four facets of CQ, which is evident in the displayed personality characteristics and subsequent interviews of R4 and R5. A shared characteristic of R1, R2, R4, and R5 are the high level of extraversion exhibited in their respective

personality profiles. Extraversion can be argued to have a significant relationship towards cognitive CQ, as the data shows high levels in cognitive CQ within the personality profiles exhibiting high levels of extraversion. As previously mentioned, extraversion encompasses the talkative, engaging, and excitement seeking personality traits. These are traits which facilitates continuous curiosity, and thereby promotes cross-cultural interactions, and knowledge gathering, thereby illustrating a positive relationship towards cognitive CQ. Extraversion can also be argued to be related towards the motivational facet of CQ, as this facet pertains to the drive and source of energy obtained from cross-cultural interactions. Therein, as previously mentioned extraversion are related towards the extent of which the expatriate is able to draw energy from interactions. Thereby, extraversion facilitates the behavior of seeking out social stimulus. Achieving stimulus from social interactions can affect the motivational capabilities and provide control over the cognition and behavior that facilitates successful communication. This positive relationship between extraversion and motivational CQ is evident in the data, as the respondents retaining highly extravertive tendencies, also exhibited high motivational CQ.

Lastly, it would be of importance to note the contemporary approach to culture within the constructs of globalization and information technology. As argued by Chao and Moon, within today's global landscape, the "simplistic" collective approach to culture, might not be applicable, or able to provide truthful generalizations of culture. The contemporary cultural definition is suggested to be found at the individual level, while still maintaining the assumption of the etic cultural components shared in large by the collective. Thereby, *extraversion* and well as *openness* could be argued to be two dimensions of personality with particular importance for the expatriate, as they facilitate cognitive CQ and continuous collection and subsequent development of cultural knowledge and assumptions.

10. Conclusion

Through an investigation of the research question of; “*How can the personality profile of the expatriate influence their performance within cross-cultural environments?*”

It is evident that personality does indeed influence the expatriates cross-cultural performance. A detrimental expatriate personality profile could be associated with challenges such as; disrupted communication, problems with work-coordination, interpersonal conflicts, social isolation, and disrupted trust. The findings suggest that the personality dimensions of *extraversion* and *openness* is positively related towards cross-cultural performance, as they facilitate an easier accommodation of unfamiliar cultural components, and provides a strong foundation for the development of cognitive CQ, motivational CQ, and behavioral CQ, which are deemed important factors for performance within intercultural environments. Moreover, metacognitive CQ is obtained by having the mental capacities and self-awareness to conceptualize the components of cognitive CQ, and thereby applying within future interactions, through the behavioral CQ.

Furthermore, extravertive tendencies provides the ability to seek social stimulus. Moreover, extraversion facilitates the individuals assertiveness through gregarious and highly sociable tendencies, which together with high levels of agreeableness facilitates positive professional and personal relationships, ultimately reducing the risk of social isolation. Moreover, the findings of this research supports the notion of low neuroticism being positively related towards the management of stress, which is an assisting factor within the expatriation process.

Retaining a conscientious personality aids the expatriate in several ways; firstly, it is able to generate a positive professional reputation and image, which have the tendency towards inspiring trust in coworkers and associates. Moreover, the ability to delay gratification is able to facilitate goal-oriented behavior. Additionally, conscientiousness is concluded to be a predictor of success in regards to second language proficiencies and language learning. Proficiency within the language associated with the foreign culture, in which expatriates operate can be positive towards reducing social isolation. The proficiency in the unfamiliar language might aid in the forging of reciprocal meaningful relationships and networks.

11. Outline of Appendixes

Surveys.

Appendix I: Survey response – R1

Appendix II: Survey response – R2

Appendix III: Survey response – R3

Appendix IV: Survey response – R4

Appendix V: Survey response – R5

Interview Transcriptions.

Appendix VI: Transcript of interview with respondent 1.

Appendix VII: Transcript of interview with respondent 2.

Appendix VIII: Transcript of interview with respondent 4.

Appendix IX: Transcript of interview with respondent 5.

Interview Guide

Appendix X: Interview Guide.

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