Selection of expatriates

The influence of HR managers' gender and personal traits

Kristianstad University College
School of Health and Society
International Business and Economics Program
Bachelor Dissertation
Fall 2008

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Abstract

Due to increased internationalisation around the world the expatriate rate has grown significantly during the last years and has become a more important tool within organisations. Therefore, the need for expatriates increases and it is of importance for organisations to broaden their expatriate base and not exclude particular groups of employees, such as women are today.

The purpose of this dissertation was to explore the role that gender and personal traits of the HR managers play in evaluating and selecting expatriates. Furthermore, we wanted to investigate this relationship with a developed model.

The result of this research indicates that to be able to implement, investigate and examine research constituted in another country than Sweden, the theory must be adapted to match the Swedish demographical and humanitarian structure regarding this field.

Keywords: Expatriates, HR manager, gender, personal traits, the Similar-to-Me Hypothesis and the Big Five

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1. Introduction

This chapter describes the purpose of this research. An overview of the background, problem and research question is presented. Further, limitations and outline will be discussed.

1.1. Background

Due to increased internationalisation around the world the expatriate rate has grown significantly during the last years, and has become a more important tool within organisations. Expatriates can be defined as "those who work in a country or culture other than their own" (Wilson & Dalton, 1998 p. 1). The role of the expatriate can vary; they can be sent on joint ventures negotiations, subsidiary management missions and new market development assignments or as technology transfers (Caligiuri, 2000b). Therefore, it is important for the expatriate to be able to adapt to new variables within the working environment as well as outside. Caligiuri states that (2000b, p.68) "many scholars have proposed that personal characteristics predict, in part, whether individuals will succeed on their expatriate assignment", as well as demographic characteristics (Connerly *et al.*, 2008). Since the world is becoming more global and the need for expatriates increases it is important for organisations to broaden their expatriate base and not exclude particular groups of employees, in this case women (Selmer & Leung, 2002).

Research states that most Human Resource managers (further on called HR manager) are male and that HR managers tend to select same sex subordinators if male (Kanter, 1977, 1993). They do not select candidates based on what is appropriate for the assignment itself and what personal traits that is appropriate to succeed on a foreign assignment. There is research performed that states what personal traits it is that is appropriate for an expatriate to possess (Caligiuri, 2000a). HR managers are involved in all the procedures in the administration regarding the people and expatriates within the organisation (Armstrong, 2006). Demographic characteristics can be associated to different segments of the population divided by for example age, gender, race, sex-roles and religiosity. Personal traits are defined as, and said, to make people act and perform in a

certain manner when facing particular situations or circumstances (Caligiuri, 2000a).

When studying former research of expatriates, there is a lot of information and evaluation about demographic characteristics and personal traits, but there are few authors that connect the characteristics of the HR manager and the expatriate personal traits. In the selection process of expatriates HR manager will investigate and find suitable candidates that are able to fulfil the mission of an expatriate (Caligiuri, 2000a). This research will investigate if it is only the right demographic characteristics, here delimited to gender, and personal traits of the expatriate him-/herself that will determine whether he/she will be selected for a foreign assignment, or if the gender and personal traits of the HR manager him-/herself will influence the selection.

One problem, for example, is that HR managers more often than not will chose same-sex subordinators to a higher extent than opposite-sex subordinators (Connerly *et al.*, 2008). This can be the case with other characteristics as well, if so, the candidate who is sent abroad will probably be similar to the HR manager when considering personal traits.

Holopainen and Björkman (2005) mention that it can be of importance to investigate the relationship between the characteristics of the HR manager and his/her selection of expatriates. By evaluating this, there can be possibilities showing that choosing the right candidate can be deduced to the HR manager as well, and not only to the gender and personal traits of the expatriate, since the responsibility of the selection process lays at the HR manager (Caligiuri, 2000a). The imperative with this is that new highlights can be found as an explanation of selecting the suitable candidate. It is important that expatriates are not selected on the basis of the characteristics of the HR manager, but the characteristics that are required to become a successful expatriate.

1.2. Problem
To become a suitable expatriate, research has evaluated the right concept of demographic characteristics and personal traits. There is a lot of research

concerning the personal traits that almost certainly will lead to successful selection of expatriates, but the literature points in different directions. Different authors mention different required personal traits (e.g. Caligiuri, 2000b and Van Ruysseveldt, 2003). What features do different HR managers have and how can they be reflected in the gender and personal traits of the HR managers themselves? The problem is that there are no articles to be found, dealing with how the characteristics of a HR manager will affect the selection and requirements of the desired expatriates.

1.3. Purpose

When reviewing the relationship between gender and personal traits of a HR manager and the selection of expatriates, it is of importance to look at what and which circumstances the selection is based upon. Most of the sources dealing with the selection in HRM as a field are directed towards an isolated demographic characteristic like gender, age, ethnicity etcetera, where authors attempt to illuminate the homosocial reproduction influences on the selection process, claiming that people would select similar others (Connerly *et al.,* 2008; Kanter, 1977; 1993). However, few articles attempt to investigate whether it is isolated demographic characteristics or a combination of traits and their interrelation that influences the selection process. Subfield of HRM on expatriate selection is of particular interest since the internationalisation components in the selection process could reveal new insights especially when it comes to the gender and personal traits influences on the selection process of expatriates. Therefore, the purpose of this dissertation is to explore the role that the gender and personal traits of the HR managers play in evaluating and selecting expatriates.

1.4. Research question

To investigate this specific field, the following question will work as a guideline throughout the work:

- How do gender and personal traits of human resource managers influence the selection of expatriates?

To examine this question, this research will try to find out if there is a relationship between the gender and personal traits of the human resource manager and the expatriate. By not only looking at the expatriate him-/herself,

new viewpoints can be developed to help organisations better understand the complex situation of expatriates and the selection process of them.

1.5. Theoretical limitations

This research has limited the theoretical framework to a few well developed theories concerning the selection process of expatriates, the demographic characteristic gender and personal traits. The theories used in this research have all an American origin and there is no research found applying it to the Swedish population, therefore, the result might differ from earlier research performed in the U.S.

This research is limited to the selection process of expatriates when considering the HR managers. It does not present further fields that concern the HR manager as for example recruitment or other typical areas for HR managers. This research do neither look at the training for an expatriate assignment, the time during the assignment nor the repatriation of an expatriate, only the selection process itself.

When it comes to demographic characteristics it is only gender that has been in focus not other any other demographic characteristics. Further, this research has mostly relied on theories similar to the Similar-to-Me Hypothesis concerning gender. The reason for limiting this research to the Similar-to-Me Hypothesis is that it is an old, well known, dominant and developed theory that is still an ongoing research field by several researchers.

It is only the personal traits included in the Big Five that have been paid attention to, not other characteristics or types of measurements. In other words, no deeper research has been performed in the field of social psychology. The reason for this is that the Big Five is very well developed and has been used by several researchers.

1.6. Outline
The dissertation will have the following outline:

Chapter 2 – Research method

In this chapter, the different choices concerning the methodology are introduced. Further, the research philosophies, research approach, choice of theory and choice of methodology are described.

Chapter 3 – Theoretical framework

In this chapter we will review a selection of literature, including literature on expatriates, human resource managers, international human resource management, selection of expatriates, demographic characteristics and personal traits. Explanations and theories will be presented concerning the chosen topic.

Chapter 4 – Empirical method

In this chapter the empirical method is presented. We start by introducing the research design and strategy. Further, the time horizon, data collection, population, sample selection, operationalisation, reliability, validity, generalisability and response rate will be defined and discussed. Finally, the pre-study questionnaire and the main-study questionnaire will be discussed and results presented.

Chapter 5 – Research analysis and discussion

In this chapter the research analysis is presented. First a presentation of the result from the pre-study is given. Then the result from the six different hypothesis will be given and analysed and either accepted or rejected with statistical support from SPSS.

Chapter 6 – Conclusions

In this chapter a summary of the dissertation will be presented as well as conclusions from the findings. Further, there will be some critical reflections. Suggestions on future research as well as practical implications to consider will be introduced.

2. Research method

In this chapter, the different choices concerning the methodology are introduced. Further, the research philosophies, research approach, choice of theory and choice of methodology are described.

2.1. Introduction

Saunders *et al.* (2007) introduce a figure named *the Research Onion*, the purpose with the onion is to describe the different layers of a research methodology and to clarify that all layers of the onion depend on each other. The Research Onion starts with introducing research philosophies, the next layer is research approaches, followed by research strategies, research choices, research time horizon and it ends up with data collection and data analysis in the centre. To fulfil the purpose with the onion, it is suggested that the researcher shall start with the first layer, research philosophies, and then continue working towards the centre of the onion (ibid.). This structure will be followed in this chapter.

2.2. Research philosophy

The research philosophy adopted includes important assumptions about the researchers' view of the surrounding situations. Research philosophy is divided into *positivism*, *interpretivism* and *realism*.

A *positivistic* philosophy is a highly structured methodology that facilitates replications. The end result can be law-like generalisations that imply that all researchers investigating the same topic shall come up with the same conclusion (ibid.). Further, a positivistic philosophy is about finding connections between already existing research conclusions and their practical values (Bryman, 2006). *Interpretivism* on the other hand, is about the awareness of the variance between humans in their character as social actors. This approach is appropriate in research of business and management fields such as organisational behaviour, marketing and human resource management (Saunders *et al.* 2007). *Realism* reflects the reality. It can be divided into critical realism and direct realism. According to

Saunders *et al.* (2007 p. 105) "direct realism says that what you see is what you get: what we experience through our senses portrays the world accurately."

Finally, there is a philosophy named ontology which is "a theory concerning the nature of social phenomena as entities that are to be admitted to a knowledge system" (Saunders *et al.* 2008, p. 605). It consists of three different categories; *objectivism*, *subjectivism* and *pragmatism.*

In conclusion, this research will use a mixture of positivistic and interpretivistic philosophies, since this research strives to be able to generalise the results and investigate if there can be connection drawn to already existing findings. At the same time this research will pinpoint the importance of being aware of the different characteristics among humans.

2.3. Research approach

There are two kinds of research approaches, the *deductive* approach and the *inductive* approach. A deductive approach is used when developing a theory and hypothesis based on already existing data and theories within the specific field (Bryman, 2006). This is done to set up a research strategy and to be able to test the hypotheses within the research. The process of deduction can be as shown in figure 2.1:

1. Theory

↓

2. Hypothesis

↓

3. Data collection

↓

4. Result

↓

5. Hypothesis is rejected or confirmed

↓

6. Reformulate the theory
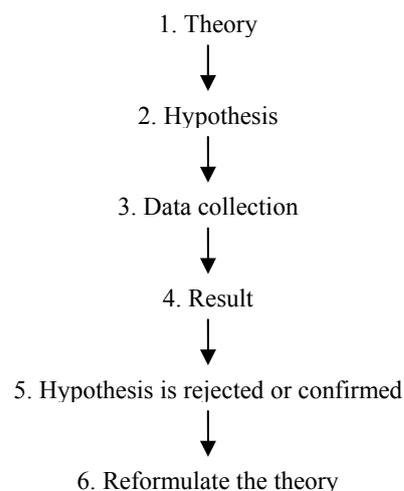
Figure 2.1, Process for deduction
(Source: Adapted from Bryman, 2006, p. 21)

The deductive approach is mainly used in scientific research, where it is necessary to collect quantitative data in order to generalise the results. The inductive approach, on the other hand, indicates that the researcher starts by collecting data and analyse it, then that data is used to develop a theory. An inductive approach is mainly used for quantitative research when there are minor concerns with the importance of generalisation (Saunders *et al.*, 2007). An inductive approach means that a theory is the result of a research contribution, in other words; one can draw generalisable conclusions based on observations. A basic explanation of the differences between a deductive approach and an inductive approach can be that in the deductive approach one start with theory and end up in observations/result/findings and in an inductive approach one start with the observations/result/findings and end up in the theory (Bryman, 2006).

This research will follow a deductive approach. There is already a lot of existing literature concerning this specific topic that can work as a foundation for this research. The existing findings allow the research to follow the path of a deductive approach, where hypotheses are developed and connected to theories, and then tested in a quantitative research.

2.4. Choice of Theory

This research aims at finding new insights concerning the selection of expatriates performed by HR managers. Thereby, it is of interest to firstly define what an expatriate and HR manager is and then describe the connection between them, the selection process of expatriates. This is supported and clarified by theories and research concerning gender and personal traits. Regarding gender, one of the building bricks is the *Similar-to-Me Hypothesis* performed by Connerly *et al.* (2008) and supported by Kanter (1977, 1993) through *Homosocial Reproduction*. Within personal traits the building brick is *The Big Five* by Caligiuri (2000a). This is enlarged by considering which of each of the personal traits within the Big Five that are typically male or female as performed by for example Watson and Newby (2005) and Aires (1996).

2.5. Choice of methodology

To conclude, this research aims at finding connections between already existing research conclusions and their practical values and also to investigate the awareness of the variance between humans in their character as social actors which result in a mixture of positivistic philosophy and interpretivistic philosophy. Further, this research will start in a literature review that will result in hypotheses and a model, which is a typical deductive approach. Our aim is to find relationships between variables by studying different situations or problems as well as try to find new insights into new phenomena, leading to a mixture of an exploratory and an explanatory research design. The focus of the study is a survey. Finally, the research field will be investigated on one occasion, following the time horizon of a cross-sectional approach.

3. Theoretical framework

In this chapter we will review a selection of literature, including literature on expatriates, human resource managers, international human resource management, selection of expatriates, demographic characteristics and personal traits. Explanations and theories will be presented concerning the chosen topic.

3.1. Definitions of expatriate and HR manager

In order to explore and investigate the topic of this research, the connection between the HR manager and the selection of expatriates, it is of significance to define what a HR manager is, what an expatriate is and what an expatriate assignment imply. Further, the connection and relation between the personal traits and gender of the HR managers and the expatriate must be investigated.

3.1.1. Expatriate

Expatriates have been defined as "those who work in a country or culture other than their own" by Wilson and Dalton (1998 p. 1). Morley (2003, p. 176) conclude that ""traditional" expatriates, that is, expatriates on international assignments lasting several years." There are a lot of general definitions for the term expatriate, a last example might be that:

> although the term expatriate could literally be taken to mean any employee that is working outside his or her home country, it is normally reserved for PCNs[1] (and sometimes TCNs[2]) working in foreign subsidiaries of the MNC[3] for a pre-defined period, usually 2– 5 years. (Van Ruysseveldt, 2003, p. 248c)

Expatriate careers can have numerous appearances (Roberts *et al.* 1998); for example, they can be sent on joint ventures negotiations, subsidiary management missions, and new market development assignments or sent as technology transfers (Caligiuri, 2000b).

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[1] PCN - parent country nationals
[2] TCN - third country nationals
[3] MNC - multinational corporations

As can be seen in figure 3.1, the expatriate assignment will go through several steps, including recruitment and selection, pre-departure training, on assignment and repatriation or re-assignment. This research goes no further than the recruitment and selection stage performed, by the HR manager, seen in the first square of figure 3.1 below, since this research focuses on investigating the influence of gender and personal traits of the HR manager when selecting expatriates.
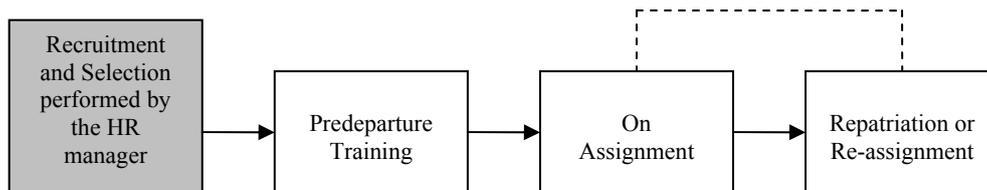
Figure 3.1, Expatriation Includes Repatriation
(Source: Based on Dowling, Welch & Schuler, 1999, p. 204)

3.1.2. The Human Resource Management

HR managers play an important role when it comes to the selection of expatriates; therefore, it is of interest to look closer at their way to work when selecting expatriates, and at the criteria used when selecting appropriate candidates for foreign assignments. Human resource management is an important tool for this dissertation since this division within the organisation is the one with a great influence when it comes to the selection of expatriates, and evaluating and deciding upon the preferable gender and personal traits.

Human resource management (HRM) and human resource (HR) can be said to be the replacement of the term *personnel management* and illustrates all the procedures involved in the administration of the people and expatriates within the organisation (Armstrong, 2006):

> Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives. (p. 3)

Armstrong (2006) further explains the purpose of the HR as the administration and expansion of the people in the organisation. The HR function implements the

organizational strategies and policies by several activities, such as "recruitment and selection, learning and development" (Armstrong, 2006, p. 53).

Dowling, Welch and Schuler (1999) argue that, to define International HRM, one must first define the domestic HRM, which is done above. After this is done, consideration must be taken regarding the changes that occur when HRM goes international. The main difference between domestic HRM and international HRM is that the domestic HRM only is involved with one national boundary.

3.1.3. The relation between the HR manager and expatriate

The connection between the HR manager and the expatriate is most distinct in the selection process of candidates for foreign assignments, since the selection process lies in the hand of the HR managers (Caligiuri, 2000a). Therefore it is of importance to look closer to the process and see what will influence the selection of expatriates (Holopainen & Björkman, 2005). One question that can be asked is; what will affect and decide the selection of expatriates?

Numerous authors have studied the selection process of expatriates going on foreign assignments, and which characteristics that are of importance when selecting the right candidate (e.g. Webb & Wright, 1996; Wilson & Dalton, 1998; Sessa 1999). In the selection process, the HR managers study different selection criteria, demographic characteristics, personal traits, and early life experience. This dissertation will focus on the importance of gender and personal traits of the HR manager and expatriates, when selecting candidates for foreign assignments.

3.1.3.1. Selection process

The selection process implies that HR managers will investigate and find suitable candidates that are able to fulfil the mission of an expatriate (Caligiuri, 2000a). A simplified description of the selection process can be as follows:

> Steps include analyzing the current global assignment needs, defining the current global candidate pool of high-potential managers with the potential for advancement and the need or desire for an international assignment, establishing future global assignment needs, and developing future global candidate pools for strategic success. (Sessa, 1999, p. 48)

Sessa (1999) also describes the selection process in more detail, which can be of importance when investigating how the personal traits and demographic characteristics influence the selection of expatriates, which has the following outline (Sessa, 1999, p. 48):

- The first step in this process is to create a selection team consisting of at least three members.

- After setting up the team, step two will be to let the members define the purpose of the specific foreign assignment. The team also appraises the cultural context and set up selection criteria.

- When this is done, step three takes place, where the team reviews the candidate pool. They take a closer look to the candidates who are willing to go abroad, and they contact references that are given. To let other get the same opportunity for a foreign assignment, the team uses "internal job postings to open the positions to others who may want to nominate themselves or their colleagues" (ibid.).

- When this step is completed, and the field is decided, the forth step will be for the team to use standardised tests and feedback instruments to minimise the field of candidates until there are only one or two applicants left. These applicants are then assumed to be the most excellent ones.

- When there is only these few applicants left, the fifth and final step will be to let the team "interviews them and their spouses, extends the offer, and makes the transition to training and preparation" (ibid.).

The process described above implies how the selection process ought to be, while Harris and Brewster (1999) describe how the selection is really performed in reality. Their conclusion is that there is a mismatch between theory and reality. Therefore, they have come up with a new theory, called the *coffee-machine system*. This theory explains the real selection process according to the authors and it implies that the selection of expatriates is done without the formal selection process mentioned above. Instead the selection is based on recommendations on appropriate candidates from colleagues within the organisation; thereby the authors conclude that the decision is taken next to the coffee-machine (ibid.).

3.1.3.2. Selection criteria

When looking at whom to choose for a foreign assignment, a lot of research has come up with selection criteria that need to be taken into consideration in the selection process to find suitable candidates.

Dowling *et al.* (1999) state that, "the challenge for those responsible for selecting staff for international assignments is to determine appropriate selection criteria" (p. 84). The authors claim that the selection is a two-way process, considering both the individual aspect and the organisational aspect. Figure 1 shows the attribute that these authors have included in their selection criteria.
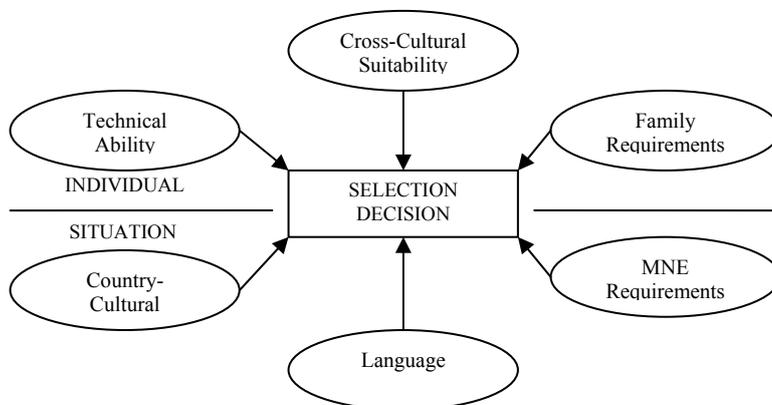
Figure 3.2, Factors in Expatriate selection
(Source: Adapted from Dowling *et al.* 1999, p. 85)

The upper part in Figure 3.2 focuses on the attributes required from the individual, the lower part on the actual situation for the foreign assignment and what is required from there. According to the authors these factors shall not be taken into account separately but together since they all interact with each other (ibid.).

Van Ruysseveldt (2003) states that there are four main features and four dimensions that are usually examined and taken into consideration when selecting expatriates. The features are personal traits or relational abilities, ability to cope with environmental variables, technical competences on the job and family situation. Regarding the four dimensions mentioned above, Van Ruysseveldt (2003) concludes that these are:

- The first one is *self-orientation dimension*, this is "activities and attributes that serve to strengthen the expatriate's self-esteem, self-confidence, and mental hygiene" (p. 269).
- The second dimension is *other's orientation dimension,* this is the expatriate's ability to interact effectively with the host nation.
- The third dimension is the *perceptual dimension*, which is "the ability to understand why foreigners behave the way they do" (p. 269).
- The fourth and last one is the *cultural toughness dimension*. This dimension shows that when it is a culture that is very different from the home-culture, the first three dimensions are even more important than in similar cultures.

The thoughts above by Van Ruysseveldt (2003) show that there are numerous of criteria that one has to consider when selecting suitable candidates for foreign assignments. The foundation of success might still lay in the attributes and traits of both the HR manager and the expatriate. Below Sessa (1999) and other authors strengthen these thoughts.

Different authors come up with different selection criteria that can be of importance when selecting an expatriate for a foreign assignment. Firstly, Wilson and Dalton (1998) point out that criterion like personality and early-life experience shall be taken into consideration when selecting the right candidate. Personality attributes that the author includes are emotional stability, extroversion, openness to experience, agreeableness and conscientiousness, also known as the Big Five. Further, Sessa (1999, p.44) include "past performance at home and in assignments abroad", good relationship with humans in the surrounding work area, developing good business in the host country, and an ability to handle unfamiliar cultural situations to selection criteria. Criteria such as technical expertise, cultural sensitivity, interpersonal skills, adaptability and ability are discussed by Webb and Wright (1996). Finally, Avril and Magnini (2007) pinpoint international experience, be familiar with the foreign language, specific skills required to efficiently perform the task, adaptability to different norms and modes of behaviour, emotional intelligence and learning orientation as important characteristics and criteria for foreign assignments.

3.2. Demographic characteristic - gender

Demographic characteristics can be associated to different segments of the population divided by for example age, gender, race, sex-roles and religiosity. There are authors looking at these different segments (e.g. Selmer & Leung, 2002; Linehan & Scullion, 2001) and try to explain the success or failure of an expatriate with them. This dissertation will go deeper into gender and see how this variable together with personal traits of the expatriate and the HR manager influence the selection of an expatriate. Kanter (1993) argues that men, from a historical point of view, at all times have held management positions. The number of women in organization has grown significantly the last decade but there is still an obvious lack of women in top management positions, especially in large businesses and public establishments. Research confirms that the further up on the management ladder, "the even scarcer are women" (Kanter, 1993, p. 17). Of course, how the management positions are divided between men and women varies between different kinds of industries. For example, it is very rare that women possess higher positions in the constructing, oil and mining business. The answer of this probably lies in the fact that fewer women have an engineering degree. When looking at the business fields where more women work, as for example social service, retail trade and advertising, surprisingly men are likely to possess the management positions here as well, even though the industry itself is filled with skilled females. Kanter (1993) claims that "women are to clerical labor what men are to management – in almost same proportions" (p. 17) and in the secretarial business the men are as underrepresented as women are in the top management positions. This entails that gender is very important to consider when investigating the selection of expatriate since the expatriates positions in general are management positions.

To support the thoughts above there are three different theories that can be used as explanations for the situation that men seem to be favoured in the selection of expatriates. These theories are Similar-to-Me Hypothesis, Role Congruity Theory and Sex-Role Stereotyping. A common variable for these theories are that all of them state that women will be rated lower in competencies, expatriate readiness and performance (Connerly *et al.*, 2008).

The first theory, *the Similar-to-Me Hypothesis* is founded in two other theories, the *Similar-Attraction Hypothesis* and the *Self-Categorization Theory*. The self-categorization hypothesis assert that the self-concept of a person is based on social categories in which the person place oneself and that peoples want to have positive self-identity. This theory suggests that "the categorization of others may require no interaction" (Connerly *et al.*, 2008 p. 304). Then, when there are interactions humans seem to evaluate those who are the same gender more positively. This can be of importance when one gender is overrepresented in supervisor positions, which seems to be the case with expatriates (ibid.). The Similar-to-Me Hypothesis can also be recognised in a theory called *Homosocial Reproduction* of managers constituted by Kanter (1977). This theory implies that managers "carefully guard power and privilege for those who fit in, for those they see as "their kind"" (Kanter, 1977, p. 48). This can be explained by saying that men "reproduce themselves in their own image" (Kanter, 1977, p. 48). The result is that managers tend to favour those who are similar to themselves, and thereby the opportunity for being chosen is closed to those that are different from the selecting one. The outcome is that these situations "help foster social homogeneity as a selection criterion for managers and promote social conformity as a standard for conduct" (Kanter, 1977, p. 68).   In case of expatriation, the Similar-to-Me Hypothesis argues that "people will be rated higher the more similar they are to the rater" (Connerly *et al.*, 2008 p. 304), which implies that if the rater, in this case the HR manager, is male the selected expatriate will probably be male.

The second theory, *Role Congruity Theory,* claims that:

> Prejudice against female leaders may be seen in less favourable evaluations of their leadership potential because leadership ability is more likely associated with men (Connerly *et al.*, 2008, p. 302)

There are two forms of prejudice that are result of the perceived incongruity between leadership and the female role, these are:

1. in leadership roles, women are perceived less favourable than men
2. in leadership roles, women's behaviour is evaluated less favourable compared to men's

In other words, this theory states that females are more effective and suitable for female-roles and males for male-roles within an organisation (ibid.).

The third and last theory concerning gender, *Sex-Role Stereotyping*, is a theory that supports the statement that women will be rated lower in competencies, expatriate readiness and performance. Connerly *et al.* (2008 p. 304) conclude that "the typical woman is seen as nice but incompetent, the typical man as competent but maybe not so nice". Connected to this statement there are different viewpoints regarding both work-related and non-work-related settings and leading or managing others when it comes to men and women. This theory claims that women tend to be rated lower than men in stereotypically male dominated jobs. Women also tend to rate themselves lower then men in different working and skills situations. In research a situation called pro-male bias is found. This situation occurs when men are rated higher than women given similar performance (ibid.).

Taking the three theories above into account one possibility can be that the reason why women are underrepresented as expatriates in organisations might be because male HR managers seem to be more willing to send same-sex subordinators than opposite-sex subordinators on foreign assignments at the same time as women seem to be more willing to send opposite-sex subordinators. It has been evaluated that since a large amount of HR managers are male the opportunity for women to be selected and sent abroad is minimized (Connerly *et al.*, 2008; Kanter, 1993).

To strengthen and clarify the gender alignment within the three theories concerning demographic characteristics with regard to expatriates several research can be presented discussing gender and expatriates. Numerous of the authors (e.g. Guthrie *et al.* 2003; Selmer & Leung, 2002; Connerly *et al.*, 2008) come up with the same conclusions as the theories, that it is mostly males that are sent abroad for foreign assignments even though women seem to be better suited for expatriation. Research has found that since women possess a larger number of different personality traits that are appropriate for an expatriate than men do a greater proportion of women are suited for foreign assignments compared to men (e.g. Guthrie *et al.* 2003; Selmer & Leung, 2002). Another finding is that female expatriates are as successful as male expatriates are (Connerly *et al.*, 2008). Linehan and Scullion (2001) believe that it is harder for a female to get an expatriate assignment because of the strong management equated with

masculinity. They argue that since a lot of management positions are held by males the characteristics for a successful expatriate is associated with male specific characteristics. Another explanation for the minority of women in expatriate positions is that women seem to have less support from the organisation than their male counterparts have (ibid.). Guthrie *et al.* (2003, p. 233) assert that:

> Gender-based differences in personality, managerial style and behavior may have significant implications in overseas assignments and that, as a group, women may be better suited for expatriate success

Explanations of why men are the ones who are selected for expatriate assignments even though women seem to be better suited vary among the authors. These different viewpoints can be of importance for this dissertation since the demographic characteristic gender is one of the variables that will be examined.

Selmer and Leung (2002, p. 348) state that "it is a strategic necessity for globalizing business firms to try to develop a pool of mobile business expatriates". Since the world is becoming more global and the need for expatriates increases the authors discuss the importance for organisations to broaden their expatriate base and not exclude particular groups of employees, in this case women. The fact that there is gender stereotyping can damage the female career in at least two ways. First, women that have similar competence and capabilities as men may not be rewarded to the same degree as the men are. A reason for this can be that companies that mainly have male positions at the decision-making level tend to favour the dominant gender. Second, "when the more powerful positions in organizations are filled almost exclusively by men, firms' standards for success [is] likely to reflect characteristics stereotypic of men" (Selmer & Leung, 2002, p. 350). Within an organisation there are preconceptions about women and their role as expatriates. For example, headquarters are doubtful about the success of a female expatriate, and the male colleagues can agree that the female employees are qualified for career development, but not for an international assignment. Further, it is discussed that female expatriates less often meet their career goals on foreign assignments and that they find expatriation less useful for their career (ibid.).

Considering gender, there are already conclusions drawn stating that HR managers that are men tend to favour men and HR managers that are females tend to favour men when selecting expatriates for foreign assignments (Connerly *et al.*, 2008). Considering gender and the selection of expatriates for foreign assignments, the hypotheses for this research will follow the same track as Connerly *et al.*, (2008) mentioned in their Similar-to-Me Hypothesis, as well as Kanter (1977, 1993) mentioned in her theory named Homosocial Reproduction. Hence, the hypothesis is as follows:

H^1: HR managers will select same-sex subordinators for expatriate assignments

To clarify, figure 3.3 below shows the relationship between the different connected and influencing variables that are being investigated in this research. The grey square unite the gender of the HR manager with the gender of the expatriate to find connections with the Similar-to-Me Hypothesis, which predict that the selected expatriates will have the same gender as the selecting HR manger. For example, to investigate if a male HR manager will choose an expatriate that is male.
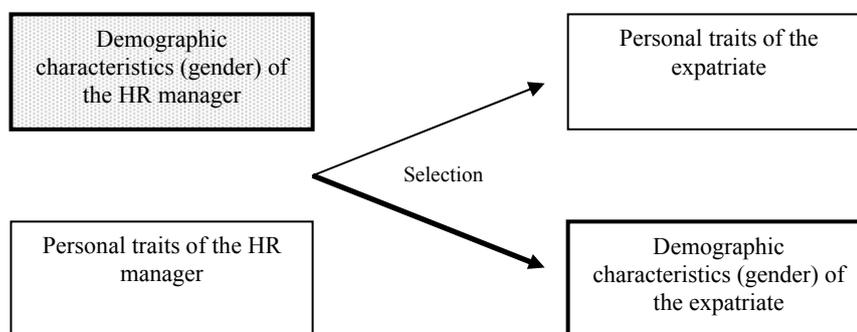
Figure 3.3, The influence of HR managers when selecting expatriates

3.3. Personal traits

Personal traits are important features when selecting expatriates. Questions that can be asked are for example whose personal traits that will be the coordinating ones and which personal traits that are the important ones when selecting expatriates. Evaluating the personal traits of both the HR manager and the expatriate together with gender will be one of the building bricks in this dissertation. There is already existing research claiming that the male gender is

favoured when selecting expatriates for foreign assignments since a lot of HR managers are male (Connerly *et al.*, 2008). Therefore, it is of importance to investigate if it is similar with the aspect of personal traits since there is no research found considering this.

Numerous authors (e.g. Caligiuri, 2000b; Holopainen & Björkman 2005) have studied the outcome and effect of personal traits of the expatriates to see how the personal characteristics will influence the selection process. In one of Selmer's (2001) studies, he comes to the conclusion that there is a high value in "considering basic personal characteristics in searching for expatriate candidates for foreign assignments" (2001, p. 1229). The factor personal characteristics is defined as and said to make people act and perform in a certain manner when facing particular situations or circumstances. This will help humans be able to reach specified destinations and ambitions (Caligiuri, 2000a).

There are numerous of studies that contribute to the view of different personal traits that are of importance to possess for an expatriate. Caligiuri (2000b) states that "five factors provide a useful typology or taxonomy for classifying them" (p. 71). "These five factors have been found repeatedly through factor analyses and confirmatory factor analyses across, time, context, and cultures" (Caligiuri, 2000b, p.71) and is called *the Big Five*. This research will focus on these five factors since they are clear, straight forward and well researched in connection with expatriates (e.g. Caligiuri 2000b; Holopainen & Björkman 2005).

The foundation of the characteristics research can be found in Caligiuri's (2000b) the Big Five personality characteristics as predictors of expatriate's desire to terminate the assignment and supervisor-rated performance, showing the Big Five enunciators of expatriate success, where extroversion, agreeableness, conscientiousness, emotional stability and openness or intellect are considered as the most important main personality traits of expatriates. The importance of these typical traits can be seen in Table 3.1. Here the Big Five model is compared with other author's factors in the research of characteristics of expatriates, showing a certain track and relationship of certain important personal characteristics of the expatriate.

Table 3.1, Proposed Personality Characteristics Related to Expatriate Success Compared to the Big Five

The Big Five	Arthur & Bennett (1995)	Mendenhall & Oddou (1985)	Hammer, Gudykunst, & Wiseman (1978)	Dinges (1983) Brislin (1981)	Church (1982)
Extroversion	Extra-cultural openness (e.g., outgoingness and extroversion)	Others-oriented dimension (e.g., willingness to communicate)	Ability to effectively communicate (e.g., enter a conversation with a stranger, enter into dialogue with other)		Universal communicator (e.g., extroverted type)
Emotional Stability	Flexibility/adaptability (e.g., ability to deal with stress, emotional stability)	Self-oriented dimension (e.g., confidence and stress reduction)	Ability to deal with psychological stress (e.g., deal with frustration, deal with anxiety)	Tolerant personality (e.g., comfort with ambiguous situations, patience)	Mediating personality (e.g., resiliency, ability to adjust)
Conscientiousness	Job knowledge and motivation (e.g., responsibility and motivation)		Personality strength (e.g., integrity and loyalty) Task-oriented (e.g., goal oriented efforts)		
Openness or Intellect	Extra-cultural openness (e.g., interest in foreign cultures, a variety of outside interests)	Perceptual dimension (e.g., nonjudgmental approach in evaluating host nationals)	Intelligence (e.g., social problem solving skills, social judgement capacity)	Low ethnocentrism and an open mind	
Agreeableness	Relational skills (e.g., courtesy and tact, display of respect, kindness	Others-oriented dimension (e.g., relationship development)	Ability to establish interpersonal relationship (e.g., understand the feelings of another person, empathy)	Social relations (e.g., affiliativeness)	Mediating personality (e.g., sensitivity)

(Source: Adapted from Caligiuri, (2000b, p. 69-70))

The personal characteristics of the Big Five are said to be a *Universal Adaptive Mechanism* with two basic functions for the humans: "reproduce and defend life" (Caligiuri, 2000b, p. 71) and includes:

- Extroversion, the capability to understand the social order in the society
- Agreeableness, the motivation to cooperate
- Conscientiousness, a high level of commitment to work
- Emotional stability, the gift to handle stress
- Openness or Intellect, the willingness of solving problems

People that have the characteristics of the Big Five, being agreeable, being extroverted, being emotionally stable, having conscientious and being open is said to have the capability of creating a positive sphere, good work relations leading towards promotions, promotions resulting in higher status and so forth. This

sphere of success will have affects on the personal plan as well, creating a family, living safe etc (ibid.).

There are numerous different personal characteristics and traits that have been discussed as important when predicting the success of adjustment of expatriates, Mendenhall and Oddou (1985) claim:

> That there are four dimensions that were related to successful expatriate acculturation: (1) the "self-oriented" dimension; (2) the "others-oriented" dimension; (3) the "perceptual" dimension; and (4) the "cultural-toughness" dimension. (p. 39).

Caligiuri (2000a) claims that the others-oriented dimension is about the expatriate's willingness to interact with people in the new culture, in other words the extent of sociability and openness. This dimension is of importance since it considers two of the important personality traits in the Big Five. The dimensions are further presented in the part concerning *Selection of Expatriates*. Holopainen and Björkman (2005) found that the most important characteristic of expatriates is their communicational ability.

The divergence of the different personal characteristics in the Big Five allows people to niche themselves and fill different positions in the society, which is showed in *the Theory of Evolutionary Personality Psychology*. With the universal adaptive mechanism these characteristics can be used across different state of affairs and cultures. With the evolutionary personality theory not only the prediction of expatriate selection success can be made, but also explanations of results of expatriate assignments can be given (Caligiuri, 2000b).

Considering the personal traits typical for managers, Kniveton (2008) has performed research that contributes to the masculine and feminine stereotypes among selecting and recruiting managers. The author distinguishes between instrumental and expressive characteristics, were instrumental characteristics are typical for men to possess and expressive characteristics are typical for women to possess. Still, goals can be reached for both male and female stereotypical management styles. Within the field of instrumental characteristics Kniveton (2008) has taken into account personal characteristics such as competitiveness,

hierarchical authority, emphasise on control, being ambitious, being in control, assuming leadership in groups, having self-confidence and being a good mixer which are characteristics typical for male managers. Kniveton (2008) claims that competitiveness, hierarchical authority and emphasise on control are synonyms to successful management. Finally, athletic, forceful and individualistic are typical male management personal traits (ibid.).

Within the field of expressive characteristics traits such as attachment, affiliation, consideration, people-oriented, expressing emotions, being helpful, being aware of feelings of others, being intuitive and possessing humanitarian values are mentioned. Lack of self-confidence, stereotyped behaviour and underestimation implies that women are more perfectionist than men, which contributes to the fact that women tend to be more risk-avoidant. The lack of self-confidence result in lack of focused career planning. Further, women have difficulties in deciding whether they shall possess a male or a female management style. Finally, cheerful, flatterable and tender are typical female management personal traits (ibid.)

There is research performed that states the important personal traits for expatriates on foreign assignments, the Big Five (Caligiuri, 2000b), but there is no research found investigating how the gender and personal trait of the HR manager influence the selection of expatriates. Regarding the personal traits and the selection of expatriates for foreign assignments this research will follow a mixture of the viewpoints developed by Connerly *et al.* (2008) and Caligiuri (2000b), and thereby the hypothesis is as follows:

H^2: HR manager with certain personal traits will select expatriates with similar personal traits

To clarify the hypothesis, the grey square within figure 3.4 below unites the personal traits of the HR manager with the personal traits of the expatriate to investigate if there are any signs of choosing according to the Similar-to-Me Hypothesis. For example, if an extrovert HR manager will select an extrovert expatriate, because of the similarities in their personal traits.
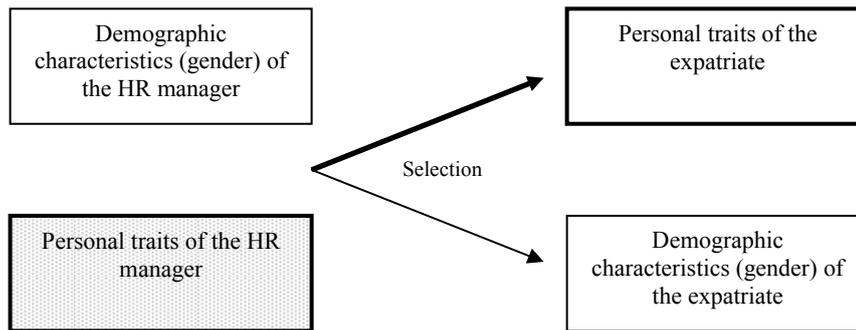
Figure 3.4, The influence of HR managers when selecting expatriates

3.3.1. Male and female personal traits

There can be both male and female personal traits recognised in the Big Five. When investigating whether the personal characteristics and gender of a HR manager influence the selection of expatriate this needs to be taken into consideration since a male HR manager can have soft and feminine personal traits as well as hard and masculine personal traits. A question that can be asked is who will be the chosen one if the HR manager has soft and feminine personal traits, a man or a woman? The gender situation when selecting expatriates is founded in the Similar-to-Me Hypothesis. There is a possibility that this is the case for personal traits as well, therefore, it is of importance to investigate the personal traits of both the HR manager and the expatriate, since the HR manager can be gender coloured and universal (Connerly *et al.*, 2008).

According to Watson and Newby (2005) there is a higher degree of femininity in female women than there is femininity in men, but, the degree of masculinity has no significant difference between men and women. To clarify this, one can say that it is more common for women to have masculine personal traits than it is for men to have feminine personal traits. The result of this is that it "confirm the belief that biological sex may not be an appropriate discriminator when examining differences in the psychological attributes" (Watson and Newby, 2005, p. 130). Watson and Newby (2005) claim that when studying the role of managers it is of more importance to look at the personal traits than the biological sex. When reviewing personal traits and studying managers it is recommended to use the Big Five as a guideline since they seem to be more useful for this purpose than older theories and models are (ibid.). When it comes to masculinity and femininity of

men and women it is of importance to remember that there are particular definitions of manhood and womanhood that varies among individuals (Aires, 1996). By knowing that, there can still be characteristics that are more suitable for either males or females.

3.3.1.1. Male personal traits

There is research performed investigating what characteristics that are typical for a male to possess. There is a general description of the behaviour that men possess stated by Aires (1996, p. 164), "men are described by a cluster of instrumental traits: as leaders, as dominant, aggressive, independent, objective, and competitive." When it comes to the characteristics that are typical for males Aires (1996) conclude that being "dominant, aggressive, forceful, industrious, and outspoken" (p. 166) are connected to the behaviour of men. In the research performed by Kniveton (2008) there are some specific characteristics identified that are related to male managers, these are, "ambitious, in control, assume leadership in groups, self confidence; and a good mixer" (p. 408). Kniveton (2008) also conclude that characteristics, such as, being athletic and individualistic is typical for men but not connected to the management feature.

3.3.1.2. Female personal traits

There are several different personal traits and attributes that is said to be more female than male and there is also different schools of thought concerning this. Aires (1996) has done investigations and captured the overall impression of female attributes and characteristics showing that women are seen and described as having affective personal traits, being emotional, diplomatic and empathic, not using inappropriate language or giving harsh feelings. "Ratings on being neat, expressive of emotions, nagging, sensitive, and feminine were combined into a single scale representing femininity" (Aires, 1996, p. 167). From a direct strategic point of view, women personal traits and characteristics can be seen differently from male characteristics in for example managing positions. For example women have and use less verbal and aggressive strategies, being more positive and promise-giving than men. Indirect this can be seen as if strategies concerning influence patterns are associated with women, showing in person rewarding features and in the sexuality. Other typical feminine traits and characteristics that

have been presented in other investigations and studies are anxiety, gregariousness and tender (Costa *et al.* 2001).

3.3.1.3. The Big Five – male and female personal traits

Costa *et al.* (2001) have performed a research were they measured six different attributes that were connected to each of the Big Five. In the first personal trait, emotional stability, here called neuroticism, the authors have measured anxiety, anger/hostility, symptoms of depression, conscientiousness, impulsiveness, and vulnerability. In the second trait, extroversion, the authors have measured warmth, gregariousness, assertiveness, activity, excitement seeking and positive emotions. The third trait, openness, is measured in fantasy, aesthetics, feelings, actions, ideas and value. The fourth personal trait, agreeableness, is divided into trust, straightforwardness, altruism, compliance, modesty and tender/mindedness. The fifth and last personal trait, conscientiousness, is measured by competence, order, dutifulness, achievement striving, self-discipline and deliberation (ibid.).

What Costa *et al.* (2001) found in their research is that:

- In the first personal trait, neuroticism, there is no significant difference between men and women when it comes to anger/hostility. Anxiety, symptoms of depression, conscientiousness, impulsiveness, and vulnerability are more of feminine features in this personal trait. In the overall score for neuroticism women attribute score higher than male personal traits.

- In the second trait, extroversion, men score higher than women in assertiveness and excitement seeking. Women score higher than men in warmth, gregariousness and positive emotions. But the overall score shows that there is no significant difference between women and men in this specific trait.

- In the third personal trait, openness, men score higher when it comes to openness to ideas, which conclude that they have an interest in investigation. Women score high on most of the factors, such as: aesthetics, feelings and actions. The overall result in this trait is that women tend to score higher than men.

- The fourth personal trait is agreeableness and this is totally controlled by the females. The outcome shows that women stand for trust, straightforwardness, altruism, compliance, modesty and tender.
- The fifth and last personal trait is conscientiousness. Here it seems like men tend to score higher in most of the six attributes and thereby they score highest here.

To conclude, neuroticism is pointing in a female direction. Extroversion has no significant difference between women and men. Within openness women tend to have the highest score. Agreeableness is totally controlled by females. Finally, conscientiousness is ruled by men (ibid.).

Considering typical male and female personal traits within the Big Five (ibid.) as an extension of the research performed by Caligiuri (2000a) connected to the similar to me hypothesis (Connerly *et al.*, 2008; Kanter 1977, 1993) the hypotheses are as follow:

H^3: HR managers will, if male, select expatriates with typical male personal traits
H^4: HR managers will, if female, select expatriates with typical female personal traits

The Similar-to-Me Hypothesis is only supported when it comes to men, but this research regards the female aspect as well since the Similar-to-Me Hypothesis is a dominant and strong theory that might be applicable to females as well. It is important to keep in mind that the theory has been based and tested on American participants, and not Swedish participants. Therefore, it is of importance to test it on both males and females in Sweden and not exclude one particular group. To elucidate, the grey square in figure 3.5 below unites the gender of the HR manager with the personal traits of the expatriate to investigate if the Similar-to-Me Hypothesis also is fulfilled when it comes to personal traits connected to gender. For example, to investigate if a male HR manager will choose an expatriate that has typical male personal traits.
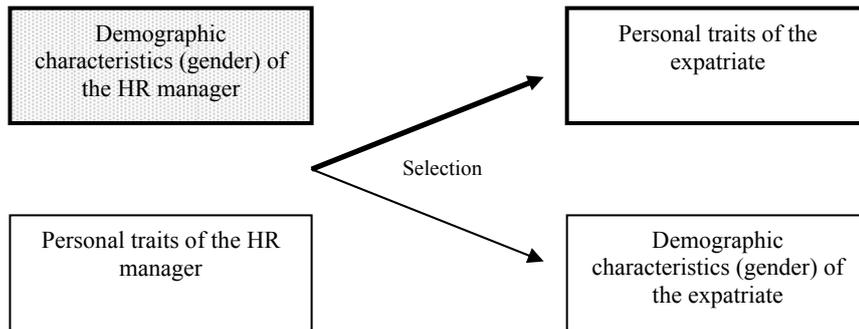
Figure 3.5, The influence of HR managers when selecting expatriates

Further, the hypotheses are as follow:

H^5: *HR managers, with typical male personal traits, will select male expatriates*

H^6: *HR managers, with typical female personal traits, will select female expatriates*

To clarify these hypotheses, the grey square in figure 3.6, personal traits of HR manager, is connected to the gender of the expatriate, to investigate what gender of the expatriate the HR manager will select based on his/her own personal traits. For example, if an emotional HR manager will select a female expatriate.
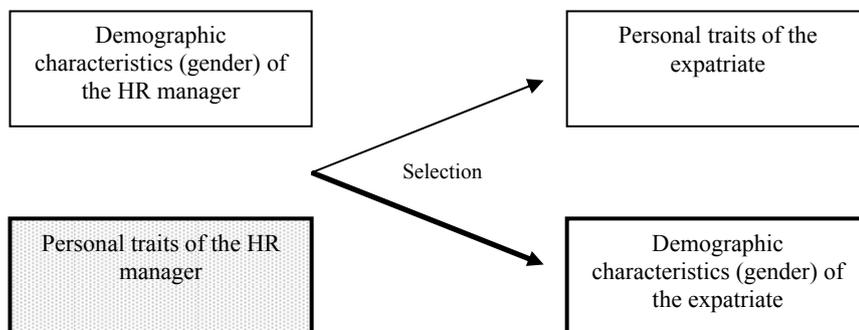
Figure 3.6, The influence of HR managers when selecting expatriates

3.4. Conclusions from the theoretical framework -The influence of HR managers

After reviewing the literature, six hypotheses were developed that will be tested to examine the research question of this dissertation, which implies how the personal traits and gender of the HR manager will influence the selection of expatriates. This research has used the template of the gender-propositions from Connerly *et*

al., 2008 as a guideline, as well as reforming the propositions to be suitable for the purpose of this research regarding the personal traits.

When Table 3.2 was developed it was based on Table 3.1. The purpose of table 3.2 is to see if there is any correlation between the Big Five personal traits and gender. These two different topics have been tested separately by different researchers earlier (e.g. Caligiuri, 2000b; Connerly *et al.*, 2008), but not together, which is why it is relevant for this research to test them once more, considering both personal trait and gender.

Table 3.2, Development of "Proposed Personality Characteristics Related to Expatriate Success Compared to the Big Five"

The Big Five	Arthur & Bennett (1995)	Mendenhall & Oddou (1985)	Hammer Gudykunst, & Wiseman (1978)	Dinges (1983) Brislin (1981)	Church (1982)
Extroversion	Extra-cultural openness (e.g., outgoingness and extroversion)	Others-oriented dimension (e.g., willingness to communicate)	Ability to effectively communicate (e.g., enter a conversation with a stranger, enter into dialogue with other)		Universal communicator (e.g., extroverted type)
Emotional Stability	Flexibility/adaptability (e.g., ability to deal with stress, emotional stability)	Self-oriented dimension (e.g., confidence and stress reduction)	Ability to deal with psychological stress (e.g., deal with frustration, deal with anxiety)	Tolerant personality (e.g., comfort with ambiguous situations, patience)	Mediating personality (e.g., resiliency, ability to adjust)
Conscientiousness	Job knowledge and motivation (e.g., responsibility and motivation)		Personality strength (e.g., integrity and loyalty) Task-oriented (e.g., goal oriented efforts)		
Openness or Intellect	Extra-cultural openness (e.g., interest in foreign cultures, a variety of outside interests)	Perceptual dimension (e.g., nonjudgmental approach in evaluating host nationals)	Intelligence (e.g., social problem solving skills, social judgement capacity)	Low ethnocentrism and an open mind	
Agreeableness	Relational skills (e.g., courtesy and tact, display of respect, kindness	Others-oriented dimension (e.g., relationship development)	Ability to establish interpersonal relationship (e.g., understand the feelings of another person, empathy)	Social relations (e.g., affiliativeness)	Mediating personality (e.g., sensitivity)
Gender					

(Source: Adapted from Caligiuri, 2000b, p. 69-70)

The purpose with the hypotheses in this research is to find out whether there is a similar connection between the favoured personal traits of the expatriate and the personal traits of the HR manager as there is in the Similar-to-Me Hypothesis regarding gender,. Both personal traits and gender will be connected to the

Similar-to-Me Hypothesis, to investigate if the personal trait and gender of HR manager influence when selecting expatriates.

To conclude, the purpose of figure 3.7 is to clarify whether there is a relationship between the personal traits and the gender of the HR manager and the personal traits and gender of the expatriate him-/herself. The figure shows that the personal traits and gender of the HR manager influence and direct the personal traits and gender of the expatriate selected for foreign assignments. This figure will be tested by six hypotheses developed concerning the influencing variables gender and personality traits. The figure is based on the Similar-to-Me Hypothesis and also connected to the Big Five.
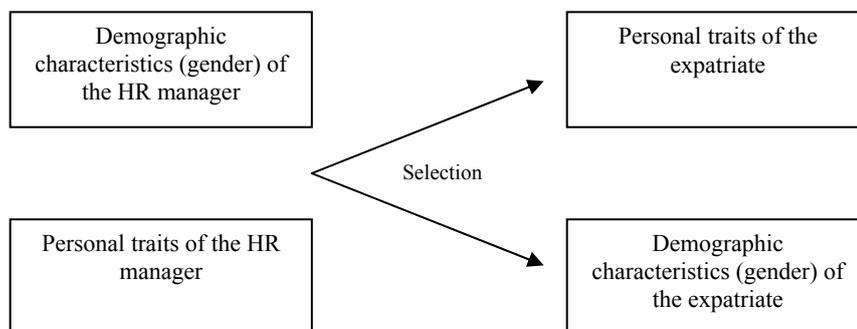
Figure 3.7, The influence of HR managers when selecting expatriates

4. Empirical method

In this chapter the empirical method is presented. We start by introducing the research design and strategy. Further, the time horizon, data collection, population, sample selection, operationalisation, reliability, validity, generalisability and response rate will be defined and discussed. Finally, the pre-study questionnaire and the main-study questionnaire will be discussed and results presented.

4.1. Research design and strategy

Research design can be divided into three different approaches; *explanatory*, *exploratory* and *descriptive*. An explanatory study is headed at finding relationships between variables by studying different situations or problems. An exploratory study "aims to seek new insights into phenomena, to ask questions, and to assess the phenomena in a new light" (Saunders *et al.*, 2007, p. 598).

To find correlations between different variables in an explanatory study it is possible to "go ahead and subject the data to statistical tests" (Saunders *et al.*, 2007, p. 134) which will lead to explanations of the specific relationship that is studied. The exploratory research approach, on the other hand, is used when new highlights are presented. This can be done by searching literature, have discussions with experts or by "conducting focus group interviews" (Saunders *et al.*, 2007, p. 133). This approach has several advantages; as "it is flexible and adaptable to change" (Saunders *et al.*, 2007, p. 134). Changes will probably occur as a result of new insights in data. Saunders *et al.* (2007) describe the descriptive data as "data whose values cannot be measures numerically but can be distinguished by classifying into sets (categories)" (p. 596).

This research uses a mixture of explanatory and exploratory approaches since this research aims at finding new relations between existing variables as well as seeking and highlighting new insights. Furthermore, this research examines if

there can be explanations that can clarify the relationship between the HR manager and his/her selection of expatriates. To collect the data for this purpose, an explanatory approach is applied, which indicates the use of questionnaires.

A research strategy can be divided into seven different categories, experiment, survey, case study, action research, grounded theory, ethnography and archival research. A survey is mostly used when conducting a deductive approach and exploratory design. It is used to collect qualitative data and allows the researcher to explore relations and connections between the investigated variables; this can then be used to set up new models and draw conclusions for a whole population (ibid.).

This research consists of a survey since the findings in this research are most usable if they can be generalised at the same time as they will be supported by already existing findings. This research aims at clarifying the influences of the HR manager when selecting expatriates for foreign assignments. Furthermore, this research aims at finding explanations for the relationship between the HR manager and the person selected as an expatriate, and with this relationship in mind set up models that work as explanations for the situation. This procedure is typical for a survey strategy.

4.2. Time horizon

Time horizon can appear in two dimension, cross-sectional studies and longitudinal studies. Cross-sectional studies imply that a phenomenon is studied at one particular occasion and is not followed up within the same research; it can be recognised as a "snapshot". On the other hand, in a longitudinal study the researcher investigates whether there have been any changes over time considering the research field. The study implies that a phenomenon is studied in more than one occasion (ibid.). The cross-sectional approach is appropriate for this study since it is a currant phenomenon that is investigated and not how this phenomenon will develop or change over time.

4.3. Data collection

To be able to give answers to research questions and meet the objectives in a research study, it is most common that the research project will require both secondary and primary data collection (ibid.).

Secondary data can be described as "data that has already been collected for some other purpose, perhaps processed and subsequently stored" (Saunders *et al.*, 2007, p. 272). Secondary data can be divided into three sub-groups; "documentary, survey and those from multiple sources" (Saunders *et al.*, 2007, p. 272).

The primary data are collected for a specific purpose and for a specific research. The primary data can be collected in several different ways through observations, through different kinds of interviews and by two kinds of questionnaires, self-administered questionnaires and interviewer-administered questionnaires (ibid.).

The advantages with questionnaires are the cost and time savings since this method allows the researcher to contact and get answers from a large amount of respondents (ibid.). Other advantages described by Bryman (2006) are that questionnaires are easy to understand and therefore also easier to answer compared to interviews. Questionnaires are also often shorter than interviews, which are of importance since the answers of a long interview can be influenced of the fact that the respondents gets tired and therefore simplifies his/her answers. The respondent is often also influenced by the interviewer him/herself in the interview, which is something that not has to be considered when using questionnaires. Disadvantages with questionnaires are that there can be more non-responses than there are with interviews since the researcher can not be sure that all the respondents answer the questionnaire and return them. Furthermore, the researcher can not help the respondent if there are any questions regarding the questionnaire if the questionnaire is not handed to the respondent in person. Other disadvantages are that not all kinds of questions are suitable for a questionnaire and that the respondent can look through the whole questionnaire before answering it (ibid.).

The primary data in this study are collected and investigated through self-administered questionnaires designed for this specific research. These investigate if there are any correlations between the HR manager and the expatriate in the selection process considering gender and personal traits.

In order to satisfy the purpose of this study there will be two sets of data, a pre-study and a main-study. The reason of performing a pre-study is to be able to evaluate which of the characteristics included in the Big Five are either feminine or masculine and thereby, eventually find support for the research performed by Costa *et al.* (2001). It is of importance to examine this to be able to test the hypotheses. The main-study is performed in order to test the hypotheses and either accepts or reject them. The data for both studies were collected by visiting the different concerned classes during lectures in the end or beginning of a course to have the students participate. By choosing these occasions there was a minimised risk concerning loss of participants.

4.4. Population

Research projects that collect data through questionnaires will most likely work as a reflection of the whole population even though everybody involved have not been given the chance to participate. To be able to do generalisations the sample answering the questionnaire must be representative. There are two different samples of the populations that can be used, a random-sample and a non-random-sample (Trost, 2007). The random-samples are all comparable to each other. All the alignments of random-samples are of a generalisable nature. The non-randomly-samples consist of tree different alignments. In the first one, *quota selection*, it is of importance to get a sample similar to the population when regarding gender and age spread of the participants. The second alignment is called *convenience sample*, in which suitable participants are asked to partake with considerations of the research projects limitations. The third one, *strategic sample,* is mostly used in qualitative studies. When it comes to the right and suitable size of the population there are no tables to follow. All in all, the sample size should be decided with respect of the precisions necessary for the research as well as other considerations of more practical character (ibid.).

In the pre-study of this research the population consists of people similar to the ones that will be investigated in the main-study to gain a fair and comparable result. In the main study the population in this research are people studying to later on work within the field of HR, which are the ones selecting expatriates for foreign assignments. The chosen population is of interest to examine since they probably posses the right education and interest to work within HR and the selection process in an organisation.

4.5. Operationalisation

4.5.1. The pre-study questionnaire

A pre-study is performed to investigate if there can be support for the specific masculine and feminine personal traits that were found in the research conducted by Costa *et al.* (2001). The aim is to test the personal traits included in *the Big Five,* (Caligiuri 2000b), to evaluate if any of the personal traits are more feminine or masculine. A questionnaire was constructed including two dependent variables and one control variable.

The dependent variables in the pre-study are:

- *Gender*: In question number one, the gender of participant is asked.
- *Adjectives included in the Big Five*: In question number three each of the Big Five personal traits were given four different adjectives related to the specific trait. The adjectives used in the questionnaire are similar to those in the research by Costa *et al.* (2001) and are as follows:
    - *Emotional stability* is measured by testing if the participants are spontaneous, thoughtful, facile and vulnerable.
    - *Extroverted* is measured by investigating if the participants are extroverted, determined, adventure-loving and positive attitude.
    - *Openness/Intellect* is measured by investigating if the participants are problem-solving, emotional, creative and initiator.
    - *Agreeableness* is measured by testing if the participants are straightforward, compliance, regardful and credulous.
    - *Conscientiousness* is measured by investigating if the participants are self-disciplined, striving to reach goals, dutiful and delegating.

The participants shall indicate to what degree they recognise themselves in each attribute. They have five options for each adjective; from *do not agree at all* to *totally agree*. They have to chose one option for every attribute, and if they are not sure, there is one option named *moderately agree.* To investigate if the different personal traits are pointing at either a masculine direction or a feminine direction, the adjectives above are pointed out in the pre-study questionnaire.

The control variable in the pre-study is:

- *Age:* In question number two, the age of the participants is asked to see if the answers are influenced by and differ among age. Age is commonly used as a control variable (e.g.Sawyerr *et al.* 2005)

By investigating this, conclusions can be drawn, looking at what personal traits are the most common ones selected by men and women and to what degree. In the questionnaire the participants are also supposed to fill out at what year they were born. This is to test if there can be any relations between specific attributes and age, but this is not our main aim of investigation.

4.5.2. The main-study questionnaire

To fulfil the overall purpose of this research project a main questionnaire was distributed. To investigate the relationship between gender and personal traits of a HR manager and how these characteristics and traits influence the selection of expatriates, the following research question was asked:

- How do gender and personal traits of human resource managers influence the selection of expatriates?

To examine this question, a questionnaire was created following the track of research on personal traits by Caligiuri (2000b) and Watson & Newby (2005) and based on the most important literature and the hypotheses developed in this research. The questionnaire follows the same track as the pre-study questionnaire, but with some more questions included. There are two independent variables, two dependent variables and three control variables.

The three independent variables are as follows:

- *Gender:* question number one measure the gender of the participants

- *Adjectives included in the Big Five for HR managers*: in question number four there are 20 different adjectives. This question is the same as question number three in the pre-study and the adjectives are the same as well.

The dependent variables within the main-study are:

- *Adjectives included in the Big Five for expatriates:* Question number five is constructed to let the respondents indicate to what degree they find different attributes important for an expatriate to possess. The different adjectives measured in this question are:

  - *Emotional stability* is measured by investigating whether it is significant for an expatriate to be stress-tolerant and temperamental.
  - *Extroverted* is measured by investigating whether it is significant for an expatriate to be gregarious and social.
  - *Openness or Intellect* is measured by investigating whether it is significant for an expatriate to be flexible and initiative.
  - *Agreeableness* is measured by investigating whether it is significant for an expatriate to be adaptable and willing.
  - *Conscientiousness* is measured by investigating whether it is significant for an expatriate to be reflecting and conscientious.

  This question has a similar structure as question number four. The difference is that here there are only two adjectives for each of the Big Five traits, and the options for each adjective, vary from *very insignificant* to *very significant,* in between there is one option named *moderately significant.*

- *Most suitable candidate*: question number seven is included to find out if the participants believe a man, a woman or both to be the most suitable candidate for an expatriate assignment.

The control variables in the main-study are:

- *Age:* Question number two concern the age of the participant.
- *Experience:* Question number three is about how many semesters the participants have studied at the Programme in Human Resources and

Work Life Conditions to see if the number of semesters affects the answers.

- *Adjectives included in the Big Five:* Question number six regards whom the participant believe is the most possible to possess different attributes included in the Big Five, males or females. The attributes included here are:
  - being *extroverted*
  - having a good *confidence*
  - being *accurate*
  - being *open-minded*
  - being *collaborative*

These control variables will be investigated to see if these influence and affect the answers, and if there are any differences in the answers considering for example the number of semesters taken at the program. Age and experience are commonly used as control variables (e.g. Sawyerr *et al.* 2005; Holopainen & Björkman, 2005).

By investigating these questions, conclusions can be drawn regarding whether the participants tend to select expatriates that are similar to themselves and their own personal traits, since all the mentioned attributes within the questionnaire are adjectives included in the Big Five.

4.6. Reliability

Saunders *et al.* (2007) refer to reliability as:

> The extent to which data collection technique or techniques will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data (p. 609).

Reliability indicates if the result of what is measured is the same each time or if it is affected by randomly or temporary things. The authors discuss some threats to be aware of when measuring reliability. Firstly, the researcher has to regard *subject or participant error*, considering that the number of participants can vary depending on what day you make the research. Secondly, *subject or participant*

bias is mentioned, implying that the participants have answered the interviews by saying what they think their boss would like them to say. Thirdly, the authors write about *observer error*, which explains that using different interviewers can generate different answers, since each interviewer asks the questions in their own way. Finally, *observer bias* is taken into consideration, implying that there can be different ways to interpret the replies (ibid.). Reliability is mostly used in quantitative research since the investigator is interested in whether the measurement is stabile or not. When deciding whether a measurement is reliable or not there are three important variables to look at; *stability*, *internal reliability* and *inter-evaluating–reliability*. Stability implies that the result shall not differ from time to time, when for example measuring the attitudes of a specific sample in two different occasions. Internal reliability implies that questions with similar aim shall be measured with the same scale (Bryman, 2006).

By choosing occasions in either the beginning or the end of a course within the program, the number of participants is highest and thereby attention has been paid to the participant error threat. By selecting participants that are studying and not working for a company, the participant bias is minimised since the participants are on a more neutral ground and are not affected by an organisation's management and culture, but they still have the appropriate knowledge. The stability of this research is estimated as rather high, nothing implies that the participants would have changed the answers radically if the research would have been performed once again. When it comes to internal reliability this has been tested by run a Cronbach's alpha test. Since the results showed no internal reliability adaptations have been made to better suit the research.

4.7. Validity

Saunders *et al.* (2007) describe the validity of a research project as followed:

> (1)The extent to which data collection method or methods accurately measure what they were intended to measure. (2) The extent to which research findings are really about what they profess to be about. (p. 614).

When strengthening the validity of a research project not only the right type of research design is essential but also an understanding of different threats concerning the validity itself that the research constantly is exposed to. For

example, it is of importance to not expose the participants of a questionnaire to any historical resumes of the investigated area since this can have a misleading effect on the answers. Considerations also have to be made concerning testing, instrumentation, mortality, maturation, and generalisability (ibid.).

Bryman (2006) describes validity as the judgement of how well the drawn conclusions and findings in the research are connected. There are different aspects of validity. The first aspect is important for quantitative research studies and entails that the measurements of the research has been correctly calculated. The second aspect of validity takes considerations of whether variable A affects variable B or vice versa and how strong this correlation is. Is there a possibility that factor B has been affected of other variables than just variable A? The third aspect is about the ability to generalise the results or not. Further, there are different forms of validity. *Face validity* is developed when new measurements are made and approved of professionals within the specific field of the research. *Concurrent validity* is using already existing criteria when measuring, while *Predictive validity* uses future criteria for the measurement. *Construct validity* is founded in the deductive research studies, in which hypotheses are made and tested. *Convergent validity* is validity that is judged together with other types of strengthen measurements (ibid.).

This research has adapted a structure for gaining a high validity. First, six hypotheses were developed based on the theoretical framework. These hypotheses worked as a foundation for both the pre-study questionnaire and the main-study questionnaire. Furthermore, a pilot test was performed on 15 randomly chosen participants, in order to secure that there were no misunderstandings within the questionnaires. This resulted in that the scales of measurements used in question number three in the pre-study and question number four and five in the main-study were adjusted due to misunderstandings when the pilot test was run. The scales in the pilot test went from high to low which resulted in wrong answers since these kind of scales normally go from low to high, see appendix 1a, b, 2a, b for changed scales.

When constructing and conducting the questionnaires no information that could affect the answers from the participants was given. To measure the Big Five personal traits, different but synonym adjectives were used to not reveal the actual purpose of the research. To be able to investigate whether variable B was affected by other variables than variable A, two control variables were added and examined in the main study. The aim was to generalise the results but with regard to the given answers this is not possible for all hypotheses.

The participants of the pre-study are students at the business administration program, majoring in accounting. They are chosen because they have the same age distribution as the participants in the main study. They probably have the same norms and values, and they have similar lifestyles. These similarities are founded on the fact that they are all students at the same university and they have decided to continue their studies on higher levels. The pre-study cannot be tested on the ones participating in the main-study, since the aim might be revealed then. Therefore, it is of importance to choose participants similar to those participating in the main study, to have the result as accurate, valid and reliable as possible. After collecting data from the business administration program the sample selection has been extended, since there were only approximately 22 percent males in the first sample. The second sample was male students randomly chosen at student library to equalise the gender distribution concerning the pre-study since the aim here was to investigate typical male and female personal traits. The added participants were similar to those in the business administration program regarding the above mentioned criteria.

The participants of the main-study are students at the *Programme in Human Resources and Work Life Conditions* at Kristianstad University College. These are selected because they possess relevant educational skills appropriate for HR manager positions, which are the ones that select expatriates for foreign assignments. The reason of not performing this research on HR managers is firstly that by selecting students this research eliminates the risk that the answers from the participants are influenced by the organisational culture, but still they can be influenced by the fact that they are students at the same university. Secondly, it would not be possible to collect quantitative data from HR managers since they

often are busy and stressed etcetera, in other words it would have been hard to reach out to the HR managers within our time horizon.

4.8. Generalisability
Generalisability is concerned with whether the findings of the research can be "equally applicable to other research setting" (Saunders *et al.*, 2007, p. 151). The generalisability, also called external validity, has to be taken into consideration when measuring and developing the results of the research. Will the findings be equally applicable in other research situations as well or just in one particular study? When the findings are applicable to only one study, and thereby not generalisable, the answers and results can not lead to any new supported theories but are simply ought to find explanations to a certain research setting (ibid.).

In addition, there are steps of important considerations that need to be followed to ensure the multitude of validity. If the research findings are to be generalisable the population needs to be questioned. It is of importance, when having a deductive standpoint, to work from collected data to theory, that the answers and findings of the research are not shaping the conclusions of the research itself (ibid.).

The aim with this research when it comes to generalisabilty is that the result from the questionnaires shall be generalisable when conducting similar research on similar samples in Sweden. To clarify, when performing a research on Swedish participants in the same age-group with the same educational background the answers ought not to differ much. But if performing a research similar to this one on older participants, but still Swedish, answers and results might differ. The same situation would probably occur if the research is performed in another country different from Sweden, for example the U.S. The high response rate (presented below) for this research helps to strengthen the generalisability.

4.9. Response rate
When regarding the response rate, it is of importance to consider the ones that for some reason refused to participate in the questionnaire or the ones that do not answer all the questions (ibid.). In this research there was no participant that refused to answer the questionnaire, however, there were only one participant that

did not fulfil the questionnaire after question number 4. This results in a response rate of 99.1%. If the response rate is based on how many students there are in each class compared to how many participants we were able to collect answers from, the response rate is 79.9% which still is a high response rate. This is calculated by dividing the number of answers collected[4] from the sample with the number of students in the three classes[5].

4.10. The questionnaires

A questionnaire can consist of both *factual questions* and *matter of opinion questions*. Factual questions are those that regard actual situations for the participant and questions connected to matter of opinion are those questions that are related to the attitude of the participant. The factual questions can consist of demographical questions, for example questions regarding age, gender, education, and religiosity etcetera (Trost & Hultåker, 2007).

According to Saunders *et al.* (2007) a questionnaire can consist of:
- List questions, which "offer the respondent a list of responses, any of which they can choose" (Saunders *et al.*, 2007, p. 369).
- Category questions, where only one answer shall be selected from given categories
- Ranking questions, here the respondent shall rank something in order
- Rating questions, the respondent shall mark to what degree he/she agree to a given statement
- Quantity questions, the respondent shall give a number as answer to the specific question
- Grid questions, "where responses to two or more questions can be recorded using the same matrix (Saunders *et al.*, 2007, p. 368).

A questionnaire can have both *open questions* and *closed questions*. With open questions the questionnaire has an empty space for each question available for the participants to give their own answers with their own words, also known as non-structured questions. Closed questions on the contrary consist of already existing

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[4] The collected data consisted of the answers from 115 participants
[5] First year students were 49, second year students were 46 and third year students were 49

answer-alternatives within the questionnaire; these types of questions are also known as structured questions (Saunders *et al.*, 2007; Trost & Hultåker, 2007).

4.10.1. The pre-study questionnaire

The pre-study questionnaire (see appendix 1a, b) for this research consists of factual questions, matter of opinion questions, quantity questions and rating questions. Question number one and two are factual, looking at demographic variables. Questions number two are also of quantity art. Question number three is a matter of opinion question and also a rating question, where the participant shall indicate to what degree he/she recognises him-/herself with different personal traits. The whole questionnaire consists of closed questions where the answer-alternatives are given.

4.10.1.1. Question 1 in the pre-study

This question is asked in order to measure the dependent variable gender to be able to examine how gender influences the given answers.

1. I am   *Male*   □$_1$
                Female   □$_2$

The number of male participants in the pre-study was 27 (50%) and the number of female participants was 27 (50%) as well due to the fact that the aim with this study was to find out what personals traits were masculine and feminine.

4.10.1.2. Question 2 in the pre-study

This question is asked in order to measure the control variable age.

2. I am born in   *19……..*

Table 4.1 Age of participants

Age	Frequency	Percent
- 20	4	7.4
21 - 25	35	64.8
26 - 30	8	14.8
31- 35	4	7.4
36 -	3	5.6
Total	54	100.0

4.10.1.3. Question 3 in the pre-study

This question consists of a dependent variable and is asked in order to evaluate and support already existing research findings concerning typical male and female personal traits. The result is measured by looking at question number 1, regarding gender, and thereby the outcome concerns whether specific personal traits are connected to males or females. The different personal traits tested are those mentioned above connected to the Big Five (see also appendix 1a, b).

> 3. *Indicate to what degree you identify yourself with the following attributes. (Mark one option for each attribute)*

With regard to the research performed by Terracciano and McCrae (2001), the expected results for this question is that typical male personal traits are those that are known as instrumental characteristics (Kniveton, 2008), for example competitiveness and hierarchical authority. Typical female personal traits are those that are softer expressive (Ibid.), for example helpful and feeling for others.

4.10.2. The main-study questionnaire

The main-study questionnaire (see appendix 2a, b) for this research consists of a mixture of factual questions, matter of opinion questions, quantity questions and rating questions. Almost all the answer-alternatives are given. Question number one, two and three are demographic factual questions looking at gender, age and how many semesters the participants have studied. Question number two is also of quantitative art and questions number three is an open question, where the respondents shall write what semester they are in. Question number four, five, six and seven are asked as matter of opinion questions and rating questions. In question four the participant shall indicate to what extent they recognise themselves in different personal traits. Question number five asks the participant to take a standpoint to different statements considering personal traits connected to expatriates. In question number six the participant shall decide if he/she finds given personal traits more feminine or masculine, or if he/she does not know. Finally, in question number seven the participant shall decide whom he/she believes is the most suitable candidate for a foreign assignment.

4.10.2.1. Question 1 in the main-study

As a small formality, the respondent are about to specify their gender in the first question of the questionnaire, which is an independent variable. This question works as the foundation of the research and, together with questions concerning personal traits, it is connected to hypotheses number three and four of the research project, concerning how the HR manager will select expatriates considering their own gender. The correlation between question number one and the other questions of the questionnaire is then investigated; conclusions will be drawn and generalisations will be made.

1. I am   *Male* $\square_1$
                         Female $\square_2$

The number of male participants in the main-study was 18 (15.7%) and the number of female participants was 97 (84.3%). There is a possibility that the uneven sample will affect the result of this study, therefore, it is of importance to be aware of it.

4.10.2.2. Question 2 and 3 in the main-study

The respondents are asked to specify their age. This is of interest when making generalisations considering connections between different personal traits and age. Further, the number of semesters at the Programme in Human Resources and Work Life Conditions at Kristianstad University College is asked in question number three. This allows the research to investigate whether the level of knowledge within the area of HR affect the answers of the participants or not. How many semesters the participants have studied at the Programme in Human Resources and Work Life Conditions is also of interest to measure whether the answers differ among participants depending on how many semesters they have studied. These two questions are both control variables.

2. I am born in   *19........*

Table 4.2 Age of participants

Age	Frequency	Percent
-20	13	11.3
21-25	58	50.4
26-30	21	18.3
31-35	8	7.0
36-39	10	8.7
40-	3	2.6
Total	113	98.3
Missing	2	1.7
Total	115	100.0

3. How many semesters have you studied at the Programme in Human Resources and Work Life Conditions? Semester number ....

The number of participants that were first semester students was 38 (33%), third semester students was 42 (36.5%) and fifth semester students was 35 (30.4%).

4.10.2.3. Question 4 in the main-study

The outline of question number four is the same as question number three asked in the pre-study. This time, the answers of the students from the Programme in Human Resources and Work Life Conditions at Kristianstad University College will focus on. Their answers will then be considered comparable to the opinions of the HR managers. This question is asked in order to evaluate what different personal traits the respondent recognised in him-/herself (see appendix 2a; b for adjectives). The personal traits that the HR manager possesses are given by investigating this. The variables in this question works as independent variables.

4. Indicate to what degree you as a person indentify yourself with following attributes. (Mark one option for each personal trait/attribute)

With regard to the research performed by Terracciano and McCrae (2001) the expected results for this question is similar to that of question number three in the pre-study.

4.10.2.4. Question 5 in the main-study

Question number five is also based on the Big Five personal traits by Caligiuri (2000b). The participants are to choose what attributes and personal traits (see appendix 2a; b for adjectives) they consider being most significant for an expatriate going on a foreign assignment. The outline is somewhat similar to

question number four but the attributes in this question are different and is now working as dependent variables.

By asking this question, connections can be drawn showing if the gradings of the different attributes are equal to those in question number four. The answers of this question are then used to reject or accept hypothesis number two, which implies that a HR manager with certain personal traits will select expatriates with similar traits. Furthermore, the answers given in this question will also be used to reject or accept hypotheses number three and four regarding, for example, whether a male HR manager will select expatriates that have typical male personal traits.

5. *Imagine a situation where you as a human resource employee within an international company shall select an appropriate candidate for a foreign assignment, where the expatriate shall structure and manage a sub-organisation in a new subsidiary. How important and significant do you find the following personal traits and attributes of an expatriate candidate? (Mark one option for each personal trait/attribute)*

There are statements claiming that HR managers tend to select expatriates that are similar to themselves regarding gender. This might be the case concerning personal traits as well. Therefore, the expected outcome of this question is that the options that are marked as very significant are similar to the attributes that the HR manager possesses and marks in question number four.

4.10.2.5. Question 6 in the main-study
This question is asked in order to evaluate what gender the respondents connect to certain personal traits given in question number five (see appendix 2a; b for personal traits), thereby investigating whom the respondents believe possess the given personal traits mainly, men or women. The variables in this question are control variables. This question will be evaluated in connection with question number four and question number five to even more clarify whether there are personal traits typical for males and females.

6. *Who do you believe is the most probable to possess these personal traits/attributes?*

The expected result for this question is that the participants will mark the different attributes similar as the attributes in question number four and question number

five, for example, if a male respondent claims that he is very extroverted and believe that extroversion is important for an expatriate he will probably mark extroverted as an attribute that is most probably possessed by a man.

4.10.2.6. Question 7 in the main-study

This question is asked in order to investigate whether a man, a woman or both are seen as most appropriate for foreign assignments and to evaluate if there can be any connections drawn to the gender of the respondent to see if they tend to chose candidates that have same gender as themselves. This variable is a dependent variable.

The result from this question is then used to reject or accept hypothesis number one, stating that HR managers will select same-sex subordinates. If the respondent marks personal traits as important in question number five that are similar to those given in question number four, there is a possibility that the respondent chose the same gender as him-/herself in this question. Further, the answers are also used to either accept or reject hypotheses number five and six, claiming that depending on what personal traits the respondent possesses and if these are feminine or masculine, he/she will select a man or a woman as being the most appropriate for a foreign assignment.

The expected result concerning this question is that male participants will mark that men are the most prone to possess the given attributes, while females will probably also select men. The reason for this is that other research claims that men rather than women are selected for expatriate assignments.

7. All conditions equal, who do you consider being the most suitable candidate for a foreign assignment?

Table 4.3 Who is the most suitable candidate for a foreign assignment

Expatriate HR manager	Male	Female	Both	Total
Male	3 (18.8%)	0 (0%)	13 (81.2%)	16 (100%)
Female	3 (3.1%)	1 (1.0%)	92 (95.8%)	96 (100%)

5. Research result and analysis

In this chapter the analysis of the result is presented. First a presentation of the result from the pre-study is given. Then the result from the six different hypothesis will be given and analysed and either accepted or rejected with statistical support from SPSS.

5.1. Introduction

In order to investigate which personal traits that are either feminine or masculine in the pre-study a t-test was run. The research result in the main-study is based on the Cronbach's alpha. After conducting this test, a multiple regression analysis was run both including and excluding the control variables as well as a t-test to examine the hypotheses. The results from the different tests are presented below as is our analysis.

5.2. The pre-study

A t-test was run on each attribute in order to analyse the results from the pre-study investigating which personal traits included in the Big Five were either masculine or feminine. "An independent-samples t-test is used when you want to compare the mean score, on some *continuous* variable, for *two* different groups of subject" (Pallant, 2007, p. 232), in this case males and females, and when the researcher wants to compare the mean scores on the given variables, in this case the four different attributes for each of the Big Five. The mean scores of the tested variables are given as well as the significance level, indicating if there is any statistical significant difference between the two groups compared (ibid.). The level of significance in this research is 0.10, where 0.10 indicate a weak significance, 0.05 is significant and 0.01 strongly significant. To be able to compare these results with the research performed by Costa *et al.* (2001) regarding male and female personal traits within the Big Five, we must find out at what direction the overall score for the dependent variables tend to head at considering the level of significance. This is done by looking at the dependent variables regarding the specific trait where there is a significant difference and

then considers the mean values to find out which group that is the strongest. When running a t-test an Independent Sample Test is given with results from Levene's test which concern whether the variance for the two groups is similar or not and indicate what t-values to use. If the significance level is 0.10 or less the two groups of the tests are not the same and in this case other values will be given to refer to (Pallant, 2007). The preferable value in the t-test the Sig. (2-tailed) should be equal or less than 0.10 to find out whether there is a significant difference between the two groups. When "the value is above [0.10] […] there is no significant difference between the two groups" (Pallant, 2007, p. 235).

Table 5.1 Mean values and significance regarding emotional stability

	Gender	Mean	Levene's Sig.	Sig. (2-tailed)
Spontaneous	Male	3.30	0.679	0.575
	Female	3.44		
Thoughtful	Male	3.67	0.156	0.805
	Female	3.59		
Facile	Male	3.56	0.006	0.283
	Female	3.85		
Vulnerable	Male	2.96	0.568	**0.010**
	Female	**3.63**		

Emotional stability was measured by investigating the degree of being spontaneous, thoughtful, facile and vulnerable. Considering spontaneity, thoughtfulness and facility there were no significant difference between men and women. However, vulnerability showed a strong significant difference (Sig. 0.010), where the women had a higher mean value (see table 5.1).

Thereby, the overall score has a tendency to head at a feminine direction in the trait emotional stability if measuring the four attributes as a part of the Big Five. If this is done, the result is similar to the one performed by Costa *et al.* (2001).

Extroversion was measured by investigating the degree of being extroverted, determined, adventure-loving and having a positive attitude. The overall score shows that there is no significant difference (see table 5.2) between men and women in this trait; thereby, the result is similar to the research performed by Costa *et al.* (2001.).

Table 5.2 Mean values and significance regarding extroversion

	Gender	Mean	Levene's Sig.	Sig. (2-tailed)
Extroverted	Male	3.96	0.671	0.154
	Female	3.63		
Determined	Male	3.78	0.091	0.745
	Female	3.85		
Adventure-loving	Male	3.15	0.367	0.763
	Female	3.22		
Positive attitude	Male	4.00	0.763	0.418
	Female	4.19		

Openness and Intellect was measured by investigating the degree of being problem-solving, emotional, creative and an initiator. Considering problem-solver there is a significant difference (Sig. 0.038) between men and women, where men scored higher (see table 5.3). Being emotional had a strong significant difference (Sig. 0.007) between men and women, where women scored higher (see table 5.3). When it comes to creative and initiator there was no significant difference between men and women.

Table 5.3 Mean values and significance regarding openness/intellect

	Gender	Mean	Levene's Sig.	Sig. (2-tailed)
Problem solver	Male	**4.00**	0.897	**0.038**
	Female	3.56		
Emotional	Male	3.33	0.014	**0.007**
	Female	**4.11**		
Creative	Male	3.59	0.102	0.887
	Female	3.56		
Initiator	Male	3.70	0.417	0.763
	Female	3.63		

Thereby, there is a tendency that the overall score is heading in a feminine direction since the mean value is higher in emotional than in problem solver. This result is similar to the research performed by Costa *et al.* (2001).

Agreeableness was measured by investigating the degree of being straightforward, compliance, regardful and credulous. Firstly, straightforwardness has a strong significant difference (Sig. 0.007) between men and women where men score higher in the mean value (see table 5.4). Secondly, being compliance has a significant difference (Sig. 0.035) where women score the highest in the mean

value (see table 5.4). Thirdly, being regardful has no significant difference between men and women. Finally, being credulous has a strong significant difference (Sig. 0.003), were women score higher (see table 5.4).

Table 5.4 Mean values and significance regarding agreeableness

	Gender	Mean	Levene's Sig.	Sig. (2-tailed)
Straightforward	Male	**3.93**	0.333	**0.007**
	Female	3.22		
Compliance	Male	3.59	0.118	**0.035**
	Female	**4.04**		
Regardful	Male	3.93	0.891	0.244
	Female	4.19		
Credulous	Male	2.96	0.056	**0.003**
	Female	**3.89**		

The overall score indicates that there is a tendency that agreeableness is heading in a female direction if adding all the variables into one group, which is somewhat similar to the research performed by Costa *et al.* (2001).

Conscientiousness was measured by investigating the degree of being self-disciplined, goal-striving, dutiful and delegating. Regarding self-discipline there is a significant difference (Sig. 0.052), where women tend to score higher (see table 5.5). Striving to reach goals and being dutiful have no significant difference. Considering the level of being delegating there is a strong significant difference (Sig. 0.028), where men tend to score higher (see table 5.5).

Table 5.5 Mean values and significance regarding conscientiousness

	Gender	Mean	Levene's Sig.	Sig. (2-tailed)
Self-discipline	Male	3.48	0.114	**0.052**
	Female	**4.07**		
Striving to reach goals	Male	3.85	0.662	0.691
	Female	3.96		
Dutiful	Male	3.93	0.151	0.200
	Female	4.22		
Delegating	Male	**3.56**	0.862	**0.028**
	Female	3.00		

The overall score implies that there is no major difference between men and women in conscientiousness, however, if considering the level of significance

there is a strong significant difference in delegating. Thereby, this indicates that when considering the level of significance, conscientiousness has a tendency to follow a masculine direction, which is similar to the research performed by Costa *et al.* (2001).

To conclude, when looking at the overall result from the t-test (see table5.6), there are similarities between this research and the research by Costa *et al.* (2001) that indicate that emotional stability, openness/intellect and agreeableness are controlled by women. Conscientiousness is controlled by men and extroversion has no significant difference between genders.

Table 5.6 Masculine and feminine personal traits in the Big Five

	Male	Female	Both
Emotional Stability		X	
Extroversioin			X
Openness/Intellect		X	
Agreeableness		X	
Conscientiousness	X		

5.3. The main study – statistical analysis of results

The main study was performed in order to examine and eventually find support for our six hypotheses which are based on the Similar-to-Me Hypothesis by Connerly *et al.* (2008) and the Big Five by Caligiuri (2000a, b). Each hypothesis will be investigated and presented one by one. The level of significance in this research is at 0.10, where 0.10 is weakly significant, 0.05 is significant and 0.01 is strongly significant.

The result of the main-study is based upon the Cronbach's alpha test. With Cronbach's alpha the scale's internal consistency is measured which indicates how well the variables used in the test measure "the same underlying construct" (Pallant, 2007, p. 95). By measuring this, we can find out how well the different attributes in question number four in the main study are consistent, that is, if the four different attributes connected to each of the Big Five are measuring the same thing or not. To have a reliable result, where the four different attributes are measuring the same thing, Cronbach's alpha shall reach a level of at least 0.7. However, the values given in this test are often sensitive and dependent of how

many variables that are measured. It is very common that the fewer variables used in the test, the lower values will be given (ibid.). Unfortunately the variables in this research do not reach the preferred level (see table 5.7) thereby, the different attributes must be tested one at the time and not as a group.

Table 5.7Cronbach's alpha

	Emotional Stability	Extroversion	Openness/ Intellect	Agreeableness	Conscientiousness
Cronbach's Alpha	0.158	0.545	0.469	0.412	0.555

5.3.1. Hypothesis 1

The first hypothesis in this dissertation regards gender and is as follows:

H^1: HR managers will select same-sex subordinators for expatriate assignments

The aim with this hypothesis is to investigate whether HR managers are selecting same-sex subordinators for foreign assignments since there is a belief that this is the case, supported by the similar-to-me hypotheses by Connerly *et al.* (2008) and homosocial reproduction by Kanter (1977, 1993). The intention when formulating the hypothesis was that it should be tested by investigating and comparing the answers from the independent variable regarding gender of the participants (Q1) and the dependent variable regarding gender of the most suitable expatriate (Q7) (see appendix 2a; b). When reviewing and processing the answers it appeared that there was no possibility to test this hypothesis in this way since a majority of the participants had ticked the option "both" regarding gender of the most suitable expatriate (Q7) (see table 5.8). There was no possibility to generalise and perform tests on the participants who chose either a male or a female as best suited for an expatriate assignment, since the sample was too small. Maybe the option "both" should have been excluded from the questionnaire which would have forced the participants to choose either "male" or "female", but that could have been misleading and could eventually have resulted in missing answers, since the participant then would be forced to answer eventough they did not agree with any of the given options.

Table 5.8 Who is the most suitable candidate for a foreign assignment?

Expatriate HR manager	Male	Female	Both	Total
Male	3 (18.8%)	0 (0%)	13 (81.2%)	16 (100%)
Female	3 (3.1%)	1 (1.0%)	92 (95.8%)	96 (100%)

What can be said regarding the result from this research hypothesis is that it seems like the Similar-to-Me Hypothesis and likewise theories can not be applied in this particular case. This might be due to the fact that there are unequal participants considering gender. If there would have been more men participating the result might have differed and maybe the hypothesis could have been tested since we believe that men would have taken a standpoint. This can be shown in table 5.8 were 18.8% of the male participants took a standpoint and chose males while only 4.1% of the women took a standpoint. Another explanation might be that Sweden has a high level of sexual equality overall, compared to other countries around the world. According to the Global Gender Gap report (2008) Sweden is the third most sexually equal country in the world. Another reason why the Similar-to-Me Hypothesis is not supported in this research while it is supported in the research by for example Connerly *et al.* (2008) and Kanter (1977, 1993) might be due to the fact that their results and samples were carried out in the U.S., ranked as number 27 on the sexual equality scale. Thereby it is a country with lower sexual equality than Sweden, which implies that there might be samples that do not consider sexual equality as much as this Swedish sample does. Thereby, their answers can be more straightforward and standpoint-taking. Even tough this report cannot be seen as a generalisation for the whole country; there is still a possibility that the sexual equality aspect can affect our result since the chosen participants are all Swedish citizens. The sexual equality aspect indicates that this Swedish sample does not discriminate gender in the working life by pinpointing one or another when there are other options, as in this case the option "both". Since the participants are HR students it is even more possible that the gender equality is not disturbed when it comes to the working life since they have been taught to not discriminate anyone. In real life there might still be more men than women that are the selected for expatriate assignments, however, it is not expressed or admitted by the society and reality by HR managers and therefore not shown in this research. A final explanation to why this hypothesis can not be

tested might be due to the fact that there are few males participating in this research which might affect the outcome. The Similar-to-Me Hypothesis is a theory that is mostly applicable to men, in other words, it is more common that men select same-sex subordinators than it is for women to select same-sex subordinators. Therefore, the result might be misleading or affected since there are not an equal number of men and women participating in this research, whereas men are the ones expected to take a clear standpoint for choosing male expatriates. To conclude, there is no support for this hypothesis since it cannot be tested.

5.3.2. Hypothesis 2

The second hypothesis in this dissertation regards personal traits and the Big Five, and is as follows:

H^2: HR manager with certain personal traits will select expatriates with similar personal traits

The aim with this hypothesis is to investigate whether the Similar-to-Me Hypothesis by Connerly *et al.* (2008) and homosocial reproduction by Kanter (1977, 1993) can be implemented when considering personal traits included in the Big Five by Caligiuri (2000a, b) similar as with gender in hypothesis 1. The intention when stating this hypothesis was that it should be tested by comparing the independent variables regarding the personal traits of the participants (Q4) and the dependent variables considering what personal traits the HR managers find important when selecting expatriates for foreign assignments (Q5) (see appendix 2a; b). Those questions examine if the participants choose expatriates that are similar to themselves concerning personal traits. To test this hypothesis and investigate whether there is a relationship or not a multiple regression was run.

A multiple regression is run when the researcher wants to investigate the relation between one continuous dependent variable and numerous independent variables. In this case the adjectives concerning the expatriate (Q5) are the dependent variables and the adjectives regarding the HR manager (Q4) are the independent variables. When running a multiple regression analysis the correlation between the dependent and independent variables is considered and it is appropriate for

real-life research questions. Multiple regression analysis allows the researcher to add new variables to investigate how the result varies. In this case the control variables age and number of semesters will be added, after processing the result without these variables, to examine how the result differs and how much these variables affect and influence the results. The first step in this analysis is to explore that there is no multicollinearity, which implies that the independent variables are not too correlated. This is done by looking at the level of tolerance and the variance inflation factor (VIF). The level of tolerance shall be above 0.1 and the level of VIF differs among researchers, but the lowest value claims that it shall be less than 5 to indicate that there is no multicollinearity (Haan, 2002). In the second step one considers the R^2 value, or if the sample is less than 200 the adjusted R^2 shall be considered instead. In this research the sample consist of 115, thereby, the adjusted R^2 is considered. By investigating this, the researcher finds out "how much of the variance in the dependent variable […] is explained by the model" (Pallant, 2007, p. 158). The significance in the ANOVA shall be considered as well to investigate if the whole model reaches statistical significance. In the third and final step the highest Beta value (regardless +/-) is considered. This shows which of the adjectives of the HR manager that best describes the chosen adjective for the expatriate. After regarding the Beta value, the significance level is considered to investigate whether there is a unique contribution or not. To find out at what direction the regression is pointing, one has to consider the correlation matrix, where a positive value indicates that there is a positive correlation and a negative value indicates that there is a negative correlation. (ibid.).

5.3.2.1. Emotional stability
The gained values for the tolerance level and VIF concerning stress-tolerant and temperamental within emotional stability is as shown in table 5.9 and table 5.10 These indicates that there is no multicollinearity since the values for tolerance are above 0.1 and the values for VIF is less than 5.

Table 5.9 Multiple regression, regarding stress-tolerant

Model	Standardized Coefficients Beta	Sig.	Collinearity Statistics Tolerance	VIF
Age	**-.225**	**.022**	.961	1.041
Semesters at PA	.000	.998	.970	1.031
Spontaneous	.149	.133	.923	1.084
Thoughtful	-.032	.748	.889	1.124
Facile	-.093	.341	.941	1.062
Vulnerable	.024	.811	.902	1.108

a. Dependent Variable: Stress-tolerant

Table 5.10 Multiple regression, regarding temperamental

Model	Standardized Coefficients Beta	Sig.	Collinearity Statistics Tolerance	VIF
Age	-.143	.138	.961	1.041
Semesters at PA	**-.164**	**.088**	.970	1.031
Spontaneous	.127	.197	.923	1.084
Thoughtful	.053	.598	.889	1.124
Facile	**-.186**	**.057**	.941	1.062
Vulnerable	-.060	.542	.902	1.108

a. Dependent Variable: Temperamental

There is no statistical significance for this model, either for stress-tolerant or for temperamental, since the ANOVA Sig. lays at 0.283 regarding stress-tolerant and 0.156 regarding temperamental. The ANOVA significant level without the control variables is 0.653 respectively 0.364 which indicates that none of the models are significant in this test (see appendix 3a for tables without control variables). The adjusted R^2 for stress-tolerant is 0.014 and the adjusted R^2 for temperamental is 0.031 which implies that the variance within stress-tolerant and temperamental is explained by 1.4% respectively 3.1% through the independent variables in the model.

The highest Beta value for stress-tolerance is in the control variable age (see table 5.9). This indicates that this is the variable that has the highest relationship with stress-tolerance and therefore explains the dependent variable best. The significance level for age is under 0.1 which indicates that there is a statistical significant unique contribution in the relationship. The correlation is negative (see appendix 3b) which implies that the older the participants are, the less important they find stress-tolerance. The overall result is that there is no variable of the four adjectives that has a statistical significant relationship with stress-tolerance.

Regarding temperamental, the highest Beta value is found in facile, followed by the control variable semester (see table 5.10). This implies that these adjectives correlate the most with temperamental. The statistical significance levels are reached for both facile and number of semesters and, thereby, there is a statistical significant level showing that there is a statistical significant unique contribution. The correlation between facile and temperamental is negative (see appendix 3b) which indicates that the more facile the respondents are, the less temperament they require from the expatriate. The correlation between numbers of semesters and temperamental is also negative (see appendix 3b) which indicates that the more experience the participants have the less temperament they require.

To conclude, age shows a significant level when it concerns stress-tolerance with a negative correlation. The number of studied semesters and the attribute facile shows a significant level regarding temperamental, but with a negative correlation. Therefore, there was no tendency showing that an HR manager that has high level of emotional stability will select an expatriate with a high level of emotional stability since these results are too small to be generalisable, and that the correlation is negative, indicating that the HR manager choose opposite than themselves.

5.3.2.2. Extroversion
As can be seen in table 5.11 and table 5.12 regarding the level of tolerance and the VIF value, there is no multicollinearity between the variables.

Table 5.11 Multiple regression, regarding gregarious

Model	Standardized Coefficients		Collinearity Statistics	
	Beta	Sig.	Tolerance	VIF
Age	.012	.892	.960	1.042
Semesters at PA	-.144	.107	.987	1.013
Extroverted	-.068	.492	.797	1.254
Determined	**-.180**	**.063**	.851	1.174
Adventure-loving	**.272**	**.004**	.934	1.070
Positive attitude	**.310**	**.001**	.873	1.146

 a. Dependent Variable: Gregarious

Table 5.12 Multiple regression, regarding social

Model	Standardized Coefficients Beta	Sig.	Collinearity Statistics Tolerance	VIF
Age	**-.180**	**.048**	.960	1.042
Semesters at PA	-.082	.359	.987	1.013
Extroverted	**.281**	**.005**	.797	1.254
Determined	**-.228**	**.019**	.851	1.174
Adventure-loving	.021	.817	.934	1.070
Positive attitude	**.265**	**.006**	.873	1.146

a. Dependent Variable: Social

There is a statistical significance for this model when considering gregarious and social. The ANOVA Sig. level in gregarious is 0.002 and in social it is 0.001. The ANOVA significant level without the control variables is 0.001 respectively 0.002 which indicates that both models are significant here as well (see appendix 3a for tables without control variables).The adjusted R^2 for gregarious is 0.135 and for social it is 0.141. This implies that the variance within gregarious and the variance within social is explained by 13.5% respectively 14.1% trough the independent variables in the model.

The highest Beta value for gregarious is found in positive attitude (see table 5.11). This indicates that this is the variable that has the highest relationship with gregarious and therefore explains the dependent variable best. When regarding the significant level it shows that there is a statistically significant unique contribution to the relationship. The correlation is positive (see appendix 3b) which implies that the higher positive attitude the participants has, the more gregarious expatriates are required. Determined and adventure-loving also have a statistically significant contribution with gregarious. This tends to indicate that those variables explain the dependent variable as well. The correlation for determined is negative (see appendix 3b), which indicates that the more determined the participants are, the less gregariousness they require from the expatriate. For adventure-loving the correlation with gregarious is positive (see appendix 3b), indicating that the more adventure-loving participants, the more gregariousness they require when selecting expatriates. When examining the Beta value for social, extroversion (see table 5.12) is the variable that explains social most. There is a statistically significant unique contribution to the relationship when regarding the significant level. The correlation between extroversion and social is positive (see appendix

3b), indicating that the more extrovert the participants are, the higher social skills are required. Determined, positive attitude and the control variable age also have a statistically significant level of explaining the variable social. Regarding the correlation between the variables, positive attitude has a positive correlation (see appendix 3b) with social, indicating that the higher positive attitude the participants have, the more social expatriates they require. The independent variable determined and the control variable age has a negative correlation (see appendix 3b) with social. This implies that the more determined and older participants, the less social and open-minded expatriates they require.

To conclude, determined, adventure-loving and positive attitude show a significant level when it concerns gregarious. Determined has a negative correlation while adventure-loving and positive attitude have a positive correlation. Age, extroverted, determined and positive attitude show a significant level regarding social, where age and determined have a negative correlation and extroverted and positive attitude have a positive correlation with social. Therefore, there is a little tendency showing that an HR manager that has a high level of extroversion will select an expatriate with a high level of extroversion when considering the level of significant, but when regarding the correlation there are three negative correlations and four positive correlations which makes it hard to generalise.

5.3.2.3. Openness/Intellect
As can be seen in table 5.13 and table 5.14 regarding the level of tolerance and the VIF value, there is no multicollinearity between the variables flexible and initiative.

Table 5.13 Multiple regression, regarding flexible

Model	Standardized Coefficients Beta	Sig.	Collinearity Statistics Tolerance	VIF
Age	-.036	.701	.949	1.054
Semesters at PA	.101	.275	.972	1.028
Problem-solver	.010	.918	.840	1.190
Emotional	**.312**	**.001**	.980	1.021
Creative	.078	.437	.836	1.196
Initiator	.099	.361	.710	1.408

a. Dependent Variable: Flexible

Table 5.14 Multiple regression, regarding initiative

Model	Standardized Coefficients Beta	Sig.	Collinearity Statistics Tolerance	VIF
Age	-.088	.350	.949	1.054
Semesters at PA	-.068	.469	.972	1.028
Problem-solver	-.053	.594	.840	1.190
Emotional	**.205**	**.029**	.980	1.021
Creative	-.072	.475	.836	1.196
Initiator	**.310**	**.005**	.710	1.408

a. Dependent Variable: Initiative

There is a statistical significance for this model when considering flexible and initiative. The ANOVA Sig. level in flexible is 0.021 and in initiative it is 0.033. The ANOVA significant level without the control variables is 0.012 respectively 0.008 which indicates that both models are significant here as well (see appendix 3a for tables without control variables). The adjusted R^2 in flexible is 0.081 and for initiative it is 0.070. This indicates that the variance within flexible and initiative is explained by 8.1% respectively 7.0% through the independent variables in the model.

The Beta value that is the highest and that best explains the dependent variable flexible is emotional (see table 5.13). The statistical significant level is 0.001 which implies that there is a statistical significant unique contribution to the relationship. The correlation between emotional and flexible is positive (see appendix 3b), showing that the more emotional the participants are, the more flexible expatriate they require. When it comes to initiative, the highest Beta value is found in the adjective initiator (see table 5.14) which then indicates that this is the adjective that best explains initiative and that the greatest relationship is found between those variables. The statistical significant level is 0.005 which indicates

that there is a statistical significant unique contribution to the relationship. The correlation between initiator and initiative is positive (see appendix 3b) indicating that if the participants are initiators they require an initiative expatriate. The statistical significant level is also reached in emotional (see table 5.14) which tend to show that there can be a relationship between those variables as well. The correlation between emotional and initiative is also positive (see appendix 3b) showing that the more emotional participants, the more initiative expatriates are required.

To conclude, emotional shows a significant level when it concerns flexible with a positive correlation. Emotional and initiator shows a significant level regarding temperamental, and with a positive correlation. Therefore, there is a tendency showing that an HR manager that has high level of openness/intellect will select an expatriate with a high level of openness/intellect, but since these results and answers are too few there is no possibility to generalise for the whole openness/intellect attribute.

5.3.2.4. Agreeableness
The level of tolerance and the VIF value confirm that there is no multicollinearity between the variables (see table 5.15 and table 5.16).

Table 5.15 Multiple regression, regarding adaptable

	Standardized Coefficients		Collinearity Statistics	
Model	Beta	Sig.	Tolerance	VIF
Age	-.066	.483	.958	1.044
Semesters at PA	-.032	.732	.964	1.037
Straightforward	.115	.219	.972	1.029
Compliance	.057	.582	.792	1.263
Regardful	.168	.111	.768	1.302
Credulous	**.189**	**.055**	.885	1.130

a. Dependent Variable: Adaptable

Table 5.16 Multiple regression, regarding willingness

Model	Standardized Coefficients Beta	Sig.	Collinearity Statistics Tolerance	VIF
Age	-.062	.513	.965	1.037
Semesters at PA	-.066	.491	.962	1.040
Straightforward	.155	.105	.973	1.028
Compliance	**.193**	**.070**	.789	1.267
Regardful	-.014	.896	.753	1.327
Credulous	.117	.243	.884	1.132

a. Dependent Variable: Willingness

The ANOVA Sig. level in adaptable is 0.031 and in willingness it is 0.112. This indicates that there is a statistical significance for this model when considering adaptable, but not when considering willingness. The ANOVA significant level without the control variables is 0.011 respectively 0.046 which indicates that both models are significant (see appendix 3a for tables without control variables). Unfortunately the ANOVA significant level for willingness is significant when not considering the control variables, which differ from the result where the control variables are included. Furthermore, the adjusted R^2 for adaptable is 0.071 and for willingness it is 0.040 which indicates that the variance within the adjectives adaptable and willingness is described by 7.1% and 4.0% through the independent variables in the model.

Credulous has the highest Beta value (see table 5.15) which indicates that this is the adjective that explains the dependent variable adaptable the most. The statistical significant level is 0.055 which indicates that there is a statistical significant unique contribution to the relationship. The correlation between credulous and adaptable is positive (see appendix 3b) showing that the more credulous the participants are, the more adaptable they want the expatriate to be. When it comes to willingness the highest Beta value is found in the adjective compliance (see table 5.16) which then indicates that this is the adjective that best explains willingness, and that the greatest relationship is found between those variables. The statistical significant level is 0.070 which indicates that there is a statistical significant unique contribution to the relationship. The correlation between compliance and willingness is positive (see appendix 3b) indicating that the more compliance participants, the more willing expatriates are required. There

are no other adjectives that have a statistical significant contribution to either adaptable or willingness.

To conclude, credulous shows a significant level when it concerns adaptable with a positive correlation. Compliance shows a significant level regarding willingness with a positive correlation. Therefore, there is no tendency showing that an HR manager that has a high level of agreeableness will select an expatriate with a high level of agreeableness since these results are too small to be generalisable.

5.3.2.5. Conscientiousness

The gained values for the level of tolerance and the VIF for showing multicollinearity when it comes to conscientiousness are as can be seen in table 5.17 and table 5.18 This confirms that there is no multicollinearity between the dependent variables reflecting and conscientious.

Table 5.17 Multiple regression, regarding reflecting

Model	Standardized Coefficients		Collinearity Statistics	
	Beta	Sig.	Tolerance	VIF
Age	.097	.305	.954	1.048
Semesters at PA	-.044	.634	.991	1.009
Self-discipline	-.065	.510	.885	1.130
Striving to reach goals	.154	.139	.799	1.251
Dutiful	-.012	.906	.882	1.134
Delegating	**.229**	**.021**	.893	1.120

a. Dependent Variable: Reflecting

Table 5.18 Multiple regression, regarding conscientious

Model	Standardized Coefficients		Collinearity Statistics	
	Beta	Sig.	Tolerance	VIF
Age	-.095	.317	.954	1.048
Semesters at PA	-.119	.201	.991	1.009
Self-discipline	.011	.914	.885	1.130
Striving to reach goals	.019	.853	.799	1.251
Dutiful	**.169**	**.088**	.882	1.134
Delegating	**.213**	**.031**	.893	1.120

a. Dependent Variable: Conscientious

When regarding the ANOVA Sig. level for the tests, it shows a statistical significance for both models with Sig. 0.057 for reflecting and Sig. 0.062 for conscientious. The ANOVA significant level without the control variables is

0.019 respectively 0.048 which indicates that both models are significant here as well (see appendix 3a for tables without control variables).The adjusted R^2 for reflecting is 0.057 and the adjusted R^2 for conscientious is 0.055, which indicates that the variance within reflecting and conscientious is explained by 5.7% respectively 5.5% through the independent variables in the model.

The highest Beta value is found in the adjective delegating (see table 5.17) when it comes to reflecting. This shows that this is the adjective that best explains reflecting and that those two adjectives have the highest relationship. Taking the level of significance into consideration it shows that delegating has a statistical significance of 0.021 which implies that there is a unique contribution to the relationship. The correlation between delegating and reflecting is positive (see appendix 3b) showing that the more delegating participants the more reflecting expatriate is required. When regarding conscientious, the adjective that best explains and that has the highest relationship is delegating, followed by the adjective dutiful (see table 5.18). The level of statistical significance for delegating is 0.031 and for dutiful it is 0.088, which imply that there are a statistical significant unique contribution to the relationship with both adjectives. The correlations between the independent variables delegating and dutiful and the dependent variable conscientious are positive (see appendix 3b) indicating that the more delegating and dutiful participants, the more conscientious expatriate is required. There are no other adjectives that have a statistical significant contribution to either reflecting or conscientious.

To conclude, delegating shows a significant level when it concerns reflecting with a positive correlation. Dutiful and delegating shows a significant level regarding conscientious with positive correlations. Therefore, there is no tendency showing that an HR manager that has high level of conscientiousness will select an expatriate with a high level of conscientiousness since these results are too few to be generalisable.

5.3.2.6. Conclusion of hypothesis 2
To conclude and to determine whether this hypothesis will be accepted or not we must consider the Big Five and its adjectives.

- Emotional stability showed no statistical significance for the whole model, but there were a statistical significance between age and stress-tolerance and between facile and temperamental when considering the Beta values. This indicates that the hypothesis is not supported when only considering this trait and the significance of this model.

- Extroversion showed statistical significance for the whole model as well as for the adjectives determined, adventure-loving and positive attitude in gregarious and the adjectives extroverted, determined and positive attitude and the control variable age in social. The overall correlation showed four positive (adventure-loving and positive attitude in gregarious, and extroverted and positive attitude in social) and three negative (determined in gregarious and age and determined in social) results. Therefore, the hypothesis is not supported when only considering this specific trait.

- Openness/intellect showed significance for the whole model and had one significant adjective (emotional) in flexible and two significant adjectives (emotional and initiator) in initiative. All the adjectives had positive correlations. If only regarding openness/intellect, the hypothesis is not supported since the indicators are too small to make generalisations of.

- Agreeableness was a significant model when only considering adaptable and it had one significant adjective (credulous). Willingness on the other hand showed no significant model, but had one significant adjective (compliance). Both the adjectives are positively correlated with each of the dependent variables. If only regarding this trait, the hypothesis is not supported since only one of the two dependent variables showed a significant model.

- Conscientiousness was a significant model with one significant adjective (delegating) in reflecting and two significant adjectives (dutiful and delegating) in conscientious. All three adjectives showed a positive correlation. Since there were only few strong significant correlations the hypothesis is not supported when only considering the variable conscientiousness.

Thereby, the overall scores imply that the hypothesis is not supported. In other words there are few significant correlations between independent and dependent

variables in this test showing that there should be a situation were the HR manager selects expatriates for foreign assignments based on their own personal traits. Therefore, the Similar-to-Me Hypothesis by Connerly *et al.* (2008) and the Homosocial Reproduction by Kanter (1977, 1993) is not applicable to the Big Five by Caligiuri (2000a, b).

This result indicates that the Similar-to-Me Hypothesis cannot be transformed from the gender aspect to the aspect of personal traits. The reason to this can vary depending on what aspect one considers. Since the Similar-to-Me Hypothesis is not fulfilled in the gender aspect in this research this might influence this result as well due to the fact that this research is performed on a sample consisting of Swedish students from Kristianstad University College and not on the U.S. based respondents. Further, there is not an equal amount of participants in this study when considering gender, which might influence the overall result[6]. If this research would have been performed on a sample that was older and had for example at least five years working experience in the HR working field, the result might have differed due to the fact that the younger generation is more shaped to follow norms and values regarding equality within the society. For example, the young generation is more shaped to not choose after their own values, but after recommended values in form of developed regulations taught in school and developed norms gathered from the surrounding. Another explanation to this might be that when the Cronbach's alpha test was run, it appeared that the adjectives considering the HR manager for each Big Five did not overall measure the same thing as they were supposed to. Once again this can be deduced to the fact that previous research in this field has been performed on an U.S. based sample, where the answers might have been different and thereby the result from Cronbach's alpha as well.

5.3.3. Hypotheses 3 and 4

Hypotheses 3 and 4 are connected to the pre-study regarding typical male and female personal traits and are as follow:

H^3: *HR managers will, if male, select expatriates with typical male personal traits*

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[6] The argumentation of why Similar-to-Me Hypothesis is not fulfilled in this hypothesis, and the overall study, can be further read about in hypothesis 1.

H⁴: HR managers will, if female, select expatriates with typical female personal traits

The aim with these hypotheses is to examine how much the personal traits of the expatriate influence the selection of expatriates for foreign assignments. The personal traits that are examined are still those included in the Big Five by Caligiuri (2000a, b), but now with a feminine and masculine division made by Costa *et al.* (2001) and supported by the pre-study in this research. A t-test was run in order to evaluate whether the hypotheses are accepted or rejected. The t-test is run when you have two groups of variables that are going to be compared, in this case men and women and masculine and feminine characteristics (Pallant, 2007). The tested characteristics are the dependent variables regarding the expatriate (Q5) (see appendix 2a; b). The result from the pre-study indicates that emotional stability, openness/intellect and agreeableness are heading in a female direction, conscientiousness is heading in a male direction and extroversion has no significant difference between males and females, as can be seen in table 5.19:

Table 5.19 Feminine and masculine personal traits

		Male	Female	Both
Emotional Stability				
	Stress-tolerant		X	
	Temperamental		X	
Extroversioin				
	Gregarious			X
	Social			X
Openness/Intellect				
	Flexible		X	
	Initiative		X	
Agreeableness				
	Adaptable		X	
	Willingness		X	
Conscientiousness				
	Reflecting	X		
	Conscientious	X		

There was no significance for any of the adjectives when looking at Levene's Significant level, therefore, the upper row of the Sig. 2-tailed was used. The result from the t-test indicates that there was no significant difference between men and women when it comes to stress-tolerance (Sig. 0.868), gregarious (Sig. 0.908), flexible (0.370), adaptable (Sig. 0.508) and temperamental (Sig. 0.150), while

reflecting (Sig. 0.035), social (0.071) and conscientious (0.058) shows a significant difference where women tend to score higher (see table 5.20). This implies that there is no indicator showing that women would have chosen expatriates with typical female personal traits or that the men would have chosen expatriates with typical male personal traits.

Table 5.20 Mean values and significance regarding conscientiousness

	Gender	Mean	Levene's Sig.	Sig. (2-tailed)
Stress-tolerant	Male	4.47	0.344	0.868
	Female	4.49		
Gregarious	Male	3.71	0.284	0.908
	Female	3.73		
Flexible	Male	4.41	0.940	0.370
	Female	4.56		
Adaptable	Male	4.59	0.655	0.508
	Female	4.68		
Reflecting	Male	3.94	0.441	**0.035**
	Female	**4.34**		
Temperamental	Male	2.71	0.750	0.150
	Female	2.36		
Social	Male	3.94	0.485	**0.071**
	Female	**4.29**		
Initiative	Male	4.47	0.749	0.254
	Female	4.63		
Willingness	Male	4.18	0.995	0.583
	Female	4.29		
Conscientious	Male	4.12	0.637	**0.058**
	Female	**4.45**		

When looking at the mean values (see table 5.20) regarding typical female personal attributes, on the other hand, women scored a little higher than men, but with no significant difference, in stress-tolerance, flexible, initiative, adaptable and willingness. Temperamental is scored a little higher by men. When not regarding that there is no significant difference between men and women in most cases, there is a slight tendency showing that women select expatriates with typical female personal traits. Considering the mean values regarding the typical male personal attributes, men has scored significantly lower in both attributes compared to women, which indicates that men do not tend to chose expatriates with typical male personal traits.

To conclude, if not regarding the statistical significant level in the t-test, hypothesis 4 can be accepted but only with small margins. Hypothesis 3 on the other hand is not supported, since there is no support for men choosing expatriates with typical male personal traits.

One explanation to why women seem to select expatriates with typical female personal traits, when not regarding the significant level, while men do not select expatriates with typical male personals traits might be the fact that there are three personal traits of the Big Five that are heading in a more feminine direction, while there is only one personal trait that is heading in a masculine direction. Therefore, there are more possibilities for women to select attributes that are more feminine than it is for men to select attributes that are typical masculine. Another explanation might be that the adjectives in this research that is supposed to explain the Big Five are not the same, but synonyms, to those adjectives used in other research, for example in the research performed by Costa *et al.* (2001). Further, the fact that there are a greater proportion of women in this study must be paid attention to since this might influence the result in a way that it can be misleading and also that it is hard to generalise and draw clear conclusions from the result based on male participants since they only represent 15.7% of the whole sample.

5.3.4. Hypotheses 5 and 6
Hypotheses 5 and 6 concern the pre-study regarding typical male and female personal traits and the gender aspect. The following is hypothesised:
H^5: HR managers, with typical male personal traits, will select male expatriates
H^6: HR managers, with typical female personal traits, will select female expatriates

The aim with these hypotheses is to examine whether a HR manager with either masculine or feminine personal traits, included in the research performed by Costa *et al.* (2001) and supported in the pre-study in this research, will select an expatriate with the gender that the personal traits represent, since there might be a possibility that this is the case. There is no literature found dealing with this situation, but if regarding the Similar-to-Me Hypothesis by Connerly *et al.* (2008),

this might be applicable to the situation described in these hypotheses as well. To clarify, that there might be a situation that is similar to the one where the HR manager select same-sex subordinators for foreign assignments when it comes to personal traits. This would indicate that a HR manager with certain personal traits will select expatriates with same personal traits as him-/herself. Therefore, it is of importance to investigate this possible situation as well. The Similar-to-Me Hypothesis is only supported when it comes to men, but this research regards the female aspect as well since the Similar-to-Me Hypothesis is a dominant and strong theory that might be applicable to women as well. It is important to keep in mind that this theory has been based and tested on American participants, and not Swedish participants. Therefore, it is of importance to test it on both men and women in Sweden and not exclude one particular group. The intention when formulating these hypotheses was to test them with the independent variables regarding personal traits of the HR manager (Q4) and the dependent variable regarding who is most suitable for an expatriate assignment, a man, a woman or both (Q7) (see appendix 2a; b). The situation is similar to the one in hypothesis 1. The majority of the respondents have chosen not to take a standpoint between men and women, and they have ticked the option "both" instead (see table 5.21). This implies that the hypotheses cannot be tested in a statistical way, since the sample size choosing men or women is too small to either analyse or generalise.

Table 5.21 Who is the most suitable candidate for a foreign assignment?

Expatriate HR manager	Male	Female	Both	Total
Male	3 (18.8%)	0 (0%)	13 (81.2%)	16 (100%)
Female	3 (3.1%)	1 (1.0%)	92 (95.8%)	96 (100%)

The expected outcome of these hypotheses after reviewing the literature was that there would have been support for hypothesis 5, but not for hypothesis 6, due to the fact that HR managers with male personal traits would have chosen male expatriates since this might be supported by the Similar-to-Me Hypothesis. On the other hand, hypothesis 6 would not have been supported since there is research saying that women tend to select male expatriates, and a majority of those with female personal traits is probably women. Research samples that reflect the Similar-to-Me Hypothesis are based on American studies. What can be said

regarding the results from these hypotheses is that if one considers the result from the other hypotheses and also the fact that only a small sample has actually selected a man or a woman (Q7), the result for hypothesis 6 would probably not have been supported, while hypothesis 5 would have been supported due to the fact that men to a higher degree take position.

What can be said regarding the results from these hypotheses is that if one considers the result from the other hypotheses and also the fact that only a small sample has actually selected a male or a female in the question regarding who is the most suitable expatriate, a man, woman or both (Q7), the result of these hypotheses would probably not have been supported. This might be because it seems like there is a big difference between the Swedish and American sample, where the Americans seem to be more straightforward and not that sexually equal. This Swedish sample is not as straightforward as the U.S. sample. The Swedish respondents do not express what they believe or if they have other considerations; instead they tend to follow accepted norms as for example being sexually equal. In Sweden you do not take a standpoint when it comes to gender issues since it can be seen as sexual discrimination. Once again, another explanation can be the unequal participants considering gender. If there would have been more men participating the result might have been different and maybe the hypothesis could have been tested since we believe that men would have taken a standpoint. This can be shown in table 5.21 were 18.8% of the man participants took a standpoint and chose males while only 4.1% of the women took a standpoint. If this would have been the case, that more men participated, then maybe there could have been support for hypothesis 5 when regarding the literature and the theories. On the contrary, the hypothesis could have been rejected as well considering the fact that the Swedish and the U.S. samples are different and thereby harder to compare.

5.4. Summary from statistical analysis

The results from the questionnaires have been presented and analysed. Each hypothesis has been evaluated with statistical support from SPSS. The result and analysis are presented under each hypothesis but is here summarised:

- Hypothesis 1 could not be tested, therefore, it is neither accepted nor rejected

- Hypothesis 2 was not supported
- Hypothesis 3 was not supported
- Hypothesis 4 was accepted with small margins without any statistical significant differences in the t-test
- Hypothesis 5 could not be tested, therefore, it is neither accepted nor rejected
- Hypothesis 6 could not be tested, therefore, it is neither accepted nor rejected

6. Conclusions

In this chapter a summary of the dissertation will be presented as well as conclusions from the findings. Further, there will be some critical reflections. Suggestions on future research as well as practical implications to consider will be introduced.

6.1. Summary of dissertation

Due to increased internationalisation around the world the rate of expatriation has grown significantly during the last years and has become a more important tool within organisations. Therefore, the need for expatriates increases and it is of importance for organisations to broaden their expatriate base and not exclude particular groups of employees, which today are women.

There are possibilities showing that choosing the right candidate for an expatriate assignment can be deduced to the HR manager, since the responsibility of the selection process lies in the hands of the HR manager. One problem with this is that HR managers more often than not choose same-sex subordinators to a higher extent than opposite-sex subordinators instead of selecting candidates based on what is appropriate for the assignment itself, as can be seen in the similar-to-me hypotheses by Connerly *et al.* (2008) and the homosocial reproduction by Kanter (1977, 1993). This can be the case with other characteristics as well, if so, the candidate who is sent abroad will probably be similar to the HR manager when considering personal traits, instead of having the right concept of gender and personal traits that are recommended in previous research. Therefore, it is of importance to investigate how the characteristics and gender of a HR manager will affect the selection and requirements of the desired expatriates.

In order to achieve an overview of this research field an extensive literature review has been conducted regarding expatriates, HR management, the demographic characteristic gender and personal traits. The building bricks in this

dissertation have then been the theories concerning the personal traits included in the Big Five by Caligiuri (2000a, b), the Similar-to-Me Hypothesis by Connerly *et al.* (2008) and the homosocial reproduction by Kanter (1977, 1993). These theories have resulted in six hypotheses, which by statistical support have been examined and either accepted or rejected. The statistical data are the result from questionnaires that have been answered by students at the Programme in Human Resources and Work Life Conditions at Kristianstad University College, for this specific research. The outcome of this investigation was then critically analysed and conclusions were drawn.

6.2. Conclusions

The purpose with this dissertation was to explore the role that the gender and personal traits of the HR managers play in evaluating and selecting expatriates. This was examined by investigating relevant theories connected to the topic and then evaluating this on Swedish HR students. In order to explore the purpose and find conclusions following question worked as a guideline:

- How do gender and personal traits of human resource managers influence the selection of expatriates?

Based on relevant theories a model (see figure 6.1) was constructed in order to clarify the different important aspects of this research. This model has then worked as a guideline when setting up the hypotheses to test the research question.
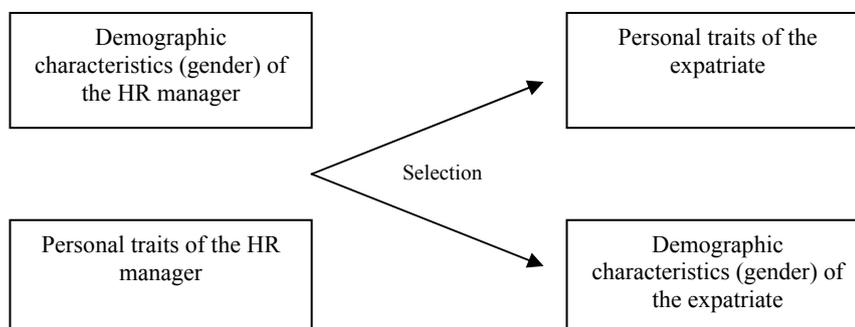
Figure 6.1, The influence of HR managers when selecting expatriates

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To be able to answer the research question, six hypotheses were developed based on the relevant theory and literature, working as sub targets. These hypotheses were investigated with the results from the conducted questionnaires. The hypotheses are as follows:

H^1: *HR managers will select same-sex subordinators for expatriate assignments*

H^2: *HR manager with certain personal traits will select expatriates with similar personal traits*

H^3: *HR managers will, if male, select expatriates with typical male personal traits*

H^4: *HR managers will, if female, select expatriates with typical female personal traits*

H^5: *HR managers, with typical male personal traits, will select male expatriates*

H^6: *HR managers, with typical female personal traits, will select female expatriates*

Since all of the hypotheses were not supported in this research considering the level of significance, it is of importance to examine the outcome and find explanations to this. Starting with considering the Similar-to-Me Hypothesis, it is of importance to be aware of the fact that it is developed and based on U.S. based samples. Since this theory is a well developed theory the aim was to apply and test it on a Swedish sample, here students at the Programme in Human Resources and Work Life Conditions at Kristianstad University College, as well as apply the theory on the personal traits included in the Big Five. This might be a reason to why the theory has not been supported in this research, that this research is conducted in Sweden, a country that differs much from the U.S. Another important aspect to consider in this research is the unequal number of men and women participating. This can give a misleading result in all hypotheses.

One explanation to why a majority of the hypotheses are not supported can be that the sexual equality aspect indicates that this Swedish sample does not discriminate gender in the working life by selecting one or another when there are other options. Since the participants in this research are HR students it is even more possible that the sexual equality is not affected when the students are entering the labour market due to the fact that they will follow the guidelines gathered during their education, not their own personal norms and values.

In the real life there might still be more men than women who are selected for expatriate assignments. However, it is not expressed or admitted in society and, therefore, not shown in this research. There is also a big difference between the Swedish and American sample that needs to be taken into consideration, where the Americans seem to be more straightforward and not as sexually equal. The Swedish respondents have been taught to not express what they believe; instead we tend to follow accepted norms regarding for example sexual equality.

The results from the hypotheses indicate that the Similar-to-Me Hypothesis cannot be transformed from the gender aspect to the aspect of personal traits. The reason to this can vary depending on what aspect one considers. Since the Similar-to-Me Hypothesis is not fulfilled in the gender aspect in this research this might influence the result regarding personal traits as well as the fact that this research is performed on Swedish students and not on the U.S. based sample, which might influence the overall result.

Another explanation of why the hypotheses have not been supported is that there are three personal traits of the Big Five that are heading in a more feminine direction, while there is only one personal trait that is heading in a masculine direction. Therefore, it is easier for women to select expatriates with typical female personal traits than it is for men to select expatriates with typical male personals traits. Another explanation might be that the adjectives in this research that is supposed to explain the Big Five are not the same, but synonyms, to those adjectives used in other research, for example in the research performed by Costa *et al.* (2001).

To conclude, it seems like there are too big differences between this sample and other samples researched previously to end up in the same conclusions and results. Therefore, it seems like figure 6.1 is more suitable for the U.S. based sample since this is a country that at least have the shown situation in the Similar-to-Me Hypothesis regarding gender, and therefore there is a greater possibility that this is the case with the personal traits as well. This research indicates that the model in figure 6.1 is not appropriate for the examined sample. There are possibilities that the model would work better with a more male sample. In other

words, the theories concerning the Similar-to-Me Hypothesis and the Big Five and the model developed in this research need to be adjusted to different countries to match the diverse societies since there are significant demographical and humanitarian dissimilarities between the samples from different countries that are affecting the outcome. To answer the research question it seems like gender and personal traits of the HR manager overall do not influence the selection of expatriates in Sweden. Some hypotheses have had minor acceptance, but they are too small to be able to generalise the result, therefore this is the overall outcome.

6.3. Critical reflections

The aim with this research was to investigate what role the HR manager plays when selecting expatriates for foreign assignments. The theories used in this research match this aim, but since they are adapted and implemented to the Swedish market it might have been better to find and use other, similar theories that were more adaptable and changeable to different populations.

It might seem strange that no HR managers were involved in this research since this is what the research is about and since they are the ones who perform the selection of expatriates. But by doing it this way the result would not have been generalisable since the time horizon would have limited us from performing enough research and interviews. The answers if performing the research in this way would probably also resulted in organisational culture coloured answers.

Another thought is that it could have been of interest and importance to evaluate the actual result for the organisation when considering this research and thereby taking the problem one step further by looking at the success or failure of expatriate assignments and how it affects the organisation, to be able to see how the organisation would have been helped when paying attention to this problem. Due to the limitation and time horizon this was not possible.

6.4. Future research

During the research process some ideas of future research have emerged. First, it would have been of interest to perform a similar research on a larger sample of

HR managers to examine if the answers and outcome will differ. Secondly, it would be interesting to examine this field on an older population that holds for example ten years of working experience within the HR field, since there is a possibility that the equality aspect is having a heavier breakthrough among the generation born around the 80's. Thirdly, it would be interesting to develop the theories conducted in this research as well as the model developed here and adjust them to the Swedish population in order to investigate if they can result in notable findings usable in the Swedish society.

Finally, another interesting aspect to investigate would be to consider gender with other independent variables as for example competences to examine the relation between those variables instead. This might result in a stronger significance.

6.5. Practical implications

The theoretical framework and the drawn conclusions in this research aim at highlight the problem with selecting same-sex subordinators for foreign assignments found in the Similar-to-Me Hypothesis. The practical implication with this is that gender might not have that strong bias when decisions are taken considering expatriates in Sweden.

Regarding that the HR manager is positioned at the middle-level in the organisation, this might indicate that the role of gender does not play such a high role as it might do with those positioned higher in organisations, which can be of importance to consider. In other words, HR managers in Sweden will treat men and women equal in the middle-level in the organisation according to this research.

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Appendix 1a – Pre-study questionnaire – English version

Your participation in this questionnaire works as a pre-study and will work as a foundation and support of the literature in the presence of a future research regarding expatriates. The questionnaire is anonymous and the answers will be treated confidentially.

1. I am   Male $\square_1$

                           Female $\square_2$

2. I am born in   19……..

3. Indicate to what degree you identify yourself with the following attributes. (Mark one option for each attribute)

	Do not agree at all	Do not agree	Moderately agree	Partly agree	Totally agree
I am *spontaneous*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *extroverted*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am a *problem-solver*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *straight-forward*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I have *self-discipline*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *thoughtful*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *determined*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

I am *emotional*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *compliance*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *striving to reach goals*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *facile*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *adventure-loving*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *creative*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *regardful*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *dutiful*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *vulnerable*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I have a *positive attitude*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am an *initiator*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *credulous*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *delegating*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

Thank you for participating!

Appendix 1b – Pre-study questionnaire – Swedish version

Din medverkan i denna enkätundersökning verkar som en förstudie och kommer att fungera som underlag och stöttning av litteratur för en kommande undersökning gällande utlandsstationerade tjänstemän. Enkäten är anonym och svaren behandlas konfidentiellt.

1. Jag är   Man $\square_1$

                   Kvinna $\square_2$

2. Jag är född   19……..

3. Markera till vilken grad Du som person identifierar dig med följande attribut.
   (Kryssa i ett alternativ för varje egenskap/karaktär)

	Instämmer inte alls	Instämmer inte	Instämmer måttligt	Instämmer delvis	Instämmer helt
Jag är *spontan*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *utåtriktad*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *problem-lösare*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *rättfram*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag har *själv-disciplin*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *efter-tänksam*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *bestämd*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *känslo-mässig*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

Jag är *tillmötes-gående* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *resultat-inriktad* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *lättsam* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *spännings-lysten* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *kreativ* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *hänsyns-full* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *plikttrogen* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *sårbar* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag har en *positiv attityd* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *initiativ-tagande* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *godtrogen* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *delegerande* $\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

Tack för Din medverkan!

Appendix 2a – Main-study questionnaire – English version

This questionnaire concentrates upon different personal traits and attributes considering possible employees at human resource positions and expatriates within a fictitious organisation. The questionnaire is anonymous and the answers will be treated confidentially.

1. I am   Male $\Box_1$

                        Female $\Box_2$

2. I am born in   19……..

3. How many semesters have you studied at the Programme in Human Resources and Work Life Conditions? Semester number ……..

4. Indicate to what degree you as a person indentify yourself with the following attributes. (Mark one option for each personal trait/attribute)

	Do not agree at all	Do not agree	Moderately agree	Partly agree	Totally agree
I am *spontaneous*	$\Box_1$	$\Box_2$	$\Box_3$	$\Box_4$	$\Box_5$
I am *extroverted*	$\Box_1$	$\Box_2$	$\Box_3$	$\Box_4$	$\Box_5$
I am a *problem-solver*	$\Box_1$	$\Box_2$	$\Box_3$	$\Box_4$	$\Box_5$
I am *straight-forward*	$\Box_1$	$\Box_2$	$\Box_3$	$\Box_4$	$\Box_5$
I have *self-discipline*	$\Box_1$	$\Box_2$	$\Box_3$	$\Box_4$	$\Box_5$
I am *thoughtful*	$\Box_1$	$\Box_2$	$\Box_3$	$\Box_4$	$\Box_5$
I am *determined*	$\Box_1$	$\Box_2$	$\Box_3$	$\Box_4$	$\Box_5$

	Do not agree at all	Do not agree	Moderately agree	Partly agree	Totally agree
I am *emotional*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *compliance*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *striving to reach goals*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *facile*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *adventure-loving*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *creative*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *regardful*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *dutiful*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *vulnerable*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I have a *positive attitude*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am an *initiator*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *credulous*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
I am *delegating*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

5. Imagine a situation where you as a human resource employee within an international company shall select an appropriate candidate for a foreign assignment, where the expatriate shall structure and manage a sub-organisation in a new subsidiary. How important and significant do you find the following personal traits and attributes of an expatriate candidate? (Mark one option for each personal trait/attribute)

	Very in-significant	In-significant	Moderately significant	Significant	Very significant
Being *stress-tolerant*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *gregarious*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *flexible* (working outside the routines)	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *adaptable* (adapt after new situations)	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *reflecting*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *tempera-mental*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *social*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *initiative*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
To have *willing-ness*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Being *conscientious*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

6. Who do you believe is the most probable to possess these personal traits/attributes?

	Male	Female	Do not know
Being *extroverted*	$\square_1$	$\square_2$	$\square_3$
Have a good *confidence*	$\square_1$	$\square_2$	$\square_3$
Being *accurate*	$\square_1$	$\square_2$	$\square_3$
Being *open-minded*	$\square_1$	$\square_2$	$\square_3$
Being *collaborative*	$\square_1$	$\square_2$	$\square_3$

7. All conditions equal who do you consider being the most suitable candidate for a foreign assignment?

Man	$\square_1$
Woman	$\square_2$
Both	$\square_3$

Thank you for participating!

Appendix 2b – Main-study questionnaire – Swedish version

Denna enkätundersökning inriktar sig på olika personliga attribut och karaktärsdrag gällande möjliga anställda med personalansvar och utlandsstationerade tjänstemän inom en fiktiv organisation. Enkäten är anonym och svaren behandlas konfidentiellt.

1. Jag är   Man $\square_1$

                              Kvinna $\square_2$

2. Jag är född   19……..

3. Vilken termin läser Du på Personal- och arbetslivsprogrammet? Termin nummer ……..

4. Markera till vilken grad Du som person identifierar dig med följande attribut. (Kryssa i ett alternativ för varje egenskap/karaktär)

	Instämmer inte alls	Instämmer inte	Instämmer måttligt	Instämmer delvis	Instämmer helt
Jag är *spontan*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *utåtriktad*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *problem-lösare*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *rättfram*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag har *själv-disciplin*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *efter-tänksam*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Jag är *bestämd*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

Jag är *känslo-mässig*	□1	□2	□3	□4	□5
Jag är *tillmötes-gående*	□1	□2	□3	□4	□5
Jag är *resultat-inriktad*	□1	□2	□3	□4	□5
Jag är *lättsam*	□1	□2	□3	□4	□5
Jag är *spännings-lysten*	□1	□2	□3	□4	□5
Jag är *kreativ*	□1	□2	□3	□4	□5
Jag är *hänsyns-full*	□1	□2	□3	□4	□5
Jag är *plikttrogen*	□1	□2	□3	□4	□5
Jag är *sårbar*	□1	□2	□3	□4	□5
Jag har en *positiv attityd*	□1	□2	□3	□4	□5
Jag är *initiativ-tagande*	□1	□2	□3	□4	□5
Jag är *godtrogen*	□1	□2	□3	□4	□5
Jag är *delegerande*	□1	□2	□3	□4	□5

5. Föreställ Dig en situation där Du som personalansvarig på ett internationellt företag ska välja ut en lämplig kandidat för ett utlandsstationerat uppdrag, där tjänstemannen/kvinnan ska strukturera upp och leda en underorganisation i ett nystartat dotterbolag. Vilka av följande personliga egenskaper och karaktärsdrag hade Du tyckt var väsentliga bland de sökande? (Kryssa i ett alternativ för varje egenskap/karaktär)

	Väldigt oväsentligt	Oväsentligt	Vet ej/ Obestämd	Väsentligt	Väldigt väsentligt
Att vara *stresstålig*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *sällskaplig*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *flexibel* (arbeta utanför rutinerna)	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *anpass-ningsbar* (anpassa sig efter nya situationer)	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *reflekt-erande*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *tempera-mentsfull*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *social*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *initiativ-tagande*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att besitta *villighet*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
Att vara *medveten*	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

6. Vem anser Du vara mest trolig att besitta följande egenskaper?

	Man	Kvinna	Vet ej
Vara *utåtriktad*	$\square_1$	$\square_2$	$\square_3$
Ha ett bra *självförtroende*	$\square_1$	$\square_2$	$\square_3$
Vara *noggrann*	$\square_1$	$\square_2$	$\square_3$
Vara *öppensinnad*	$\square_1$	$\square_2$	$\square_3$
Vara *samarbetsvillig*	$\square_1$	$\square_2$	$\square_3$

7. Under lika omständigheter, vem anser Du vara mest lämplig för ett utlandsstationerat uppdrag?

Man $\square_1$

Kvinna $\square_2$

Båda $\square_3$

Tack för Din medverkan!

Appendix 3a – Statistical data - Multiple regression analysis for hypothesis 2

Emotional stability:
Emotional stability was measured with the four different connected attributes as dependent variables compared to *stress-tolerant* and *temperamental* as predictors. The level of significance is 0.10.

Model Stress-tolerant	F	ANOVA Sig.
Regression	0.615	0.653[a]

a. Predictors: (Constant), Vulnerable, Spontaneous, Facile, Thoughtful
b. Dependent Variable: Stress-tolerant

	R Square	Adjusted R Square
	0.022	-0.014

a. Predictors: (Constant), Vulnerable, Spontaneous, Facile, Thoughtful

	Standardized Coefficients		Collinearity Statistics	
	Beta	Sig.	Tolerance	VIF
Spontaneous	**0.124**	0.208	0.948	1.055
Thoughtful	-0.026	0.793	0.889	1.125
Facile	-0.070	0.473	0.966	1.035
Vulnerable	0.057	0.569	0.898	1.113

a. Dependent Variable: Stress-tolerant

Model Temperamental	F	ANOVA Sig.
Regression	1.093	0.364[a]

a. Predictors: (Constant), Vulnerable, Spontaneous, Facile, Thoughtful
b. Dependent Variable: Temperamental

	R Square	Adjusted R Square
	0.039	0.003

a. Predictors: (Constant), Vulnerable, Spontaneous, Facile, Thoughtful

	Standardized Coefficients		Collinearity Statistics	
	Beta	Sig.	Tolerance	VIF
Spontaneous	0.125	0.199	0.948	1.055
Thoughtful	0.068	0.496	0.889	1.125
Facile	**-0.151**	0.119	0.966	1.035
Vulnerable	-0.061	0.542	0.898	1.113

a. Dependent Variable: Temperamental

Extroversion:

Extroversion was measured with the four different connected attributes as dependent variables compared to *social* and *gregarious*.

Model Gregarious		F	ANOVA Sig.
	Regression	5.205	0.001[a]

a. Predictors: (Constant), Positive attitude, Adventure-loving, Determined, Extroverted
b. Dependent Variable: Gregarious

	R Square	Adjusted R Square
	0.160	0.130

a. Predictors: (Constant), Positive attitude, Adventure-loving, Determined, Extroverted

		Standardized Coefficients		Collinearity Statistics	
		Beta	Sig.	Tolerance	VIF
	Extroverted	-0.064	0.512	0.810	1.234
	Determined	**-0.166**	**0.084**	0.851	1.175
	Adventure-loving	**0.274**	**0.003**	0.936	1.068
	Positive attitude	**0.299**	**0.002**	0.877	1.141

a. Dependent Variable: Gregarious

Model Social		F	ANOVA Sig.
	Regression	4.631	0.002[a]

a. Predictors: (Constant), Positive attitude, Adventure-loving, Determined, Extroverted
b. Dependent Variable: Social

	R Square	Adjusted R Square
	0.145	0.114

a. Predictors: (Constant), Positive attitude, Adventure-loving, Determined, Extroverted

		Standardized Coefficients		Collinearity Statistics	
		Beta	Sig.	Tolerance	VIF
	Extroverted	**0.250**	**0.012**	0.810	1.234
	Determined	**-0.222**	**0.023**	0.851	1.175
	Adventure-loving	0.033	0.718	0.936	1.068
	Positive attitude	**0.243**	**0.011**	0.877	1.141

a. Dependent Variable: Social

Openness/Intellect:

Openness and Intellect was measured with the four different connected attributes as dependent variables compared to *initiative* and *flexible.*

Model Flexible		F	ANOVA Sig.
	Regression	3.384	0.012[a]

a. Predictors: (Constant), Initiator, Emotional, Problem-solver, Creative
b. Dependent Variable: Flexible

	R Square	Adjusted R Square
	0.110	0.078

a. Predictors: (Constant), Initiator, Emotional, Problem-solver, Creative

	Standardized Coefficients		Collinearity Statistics	
	Beta	Sig.	Tolerance	VIF
Problem-solver	0.029	0.771	0.847	1.180
Emotional	**0.289**	**0.002**	0.987	1.013
Creative	0.094	0.342	0.834	1.198
Initiator	0.071	0.502	0.737	1.356

a. Dependent Variable: Flexible

Model Initiative		F	ANOVA Sig.
	Regression	3.650	0.008[a]

a. Predictors: (Constant), Initiator, Emotional, Problem-solver, Creative
b. Dependent Variable: Initiative

	R Square	Adjusted R Square
	0.118	0.086

a. Predictors: (Constant), Initiator, Emotional, Problem-solver, Creative

	Standardized Coefficients		Collinearity Statistics	
	Beta	Sig.	Tolerance	VIF
Problem-solver	-0.054	0.582	0.847	1.180
Emotional	**0.222**	**0.016**	0.987	1.013
Creative	-0.076	0.441	0.834	1.198
Initiator	**0.302**	**0.005**	0.737	1.356

a. Dependent Variable: Initiative

Agreeableness:

Agreeableness was measured with the four different connected attributes as dependent variables compared to *adaptable and willingness.*

Model Adaptable	F	ANOVA Sig.
Regression	3.406	0.011[a]

a. Predictors: (Constant), Credulous, Straightforward, Compliance, Regardful
b. Dependent Variable: Adaptable

	R Square	Adjusted R Square
	0.111	0.078

a. Predictors: (Constant), Credulous, Straightforward, Compliance, Regardful

		Standardized Coefficients		Collinearity Statistics	
		Beta	Sig.	Tolerance	VIF
	Straightforward	0.119	0.192	1.000	1.000
	Compliance	0.043	0.677	0.787	1.270
	Regardful	0.163	0.118	0.763	1.310
	Credulous	**0.198**	**0.038**	0.912	1.096

a. Dependent Variable: Adaptable

Model Willingness	F	ANOVA Sig.
Regression	2.503	0.046[a]

a. Predictors: (Constant), Credulous, Straightforward, Compliance, Regardful
b. Dependent Variable: Willingness

	R Square	Adjusted R Square
	0.085	0.051

a. Predictors: (Constant), Credulous, Straightforward, Compliance, Regardful

		Standardized Coefficients		Collinearity Statistics	
		Beta	Sig.	Tolerance	VIF
	Straightforward	0.139	0.133	0.999	1.001
	Compliance	**0.199**	**0.058**	0.786	1.273
	Regardful	-0.020	0.849	0.751	1.331
	Credulous	0.133	0.172	0.902	1.109

a. Dependent Variable: Willingness

Conscientiousness:

Conscientiousness was measured with the four different connected attributes as dependent variables compared to *reflecting* and *conscientious.*

Model Reflecting		F	ANOVA Sig.
	Regression	3.092	0.019[a]

a. Predictors: (Constant), Delegating, Self-discipline, Dutiful, Striving to reach goals
b. Dependent Variable: Reflecting

	R Square	Adjusted R Square
	0.102	0.069

a. Predictors: (Constant), Delegating, Self-discipline, Dutiful, Striving to reach goals

		Standardized Coefficients		Collinearity Statistics	
		Beta	Sig.	Tolerance	VIF
	Self-discipline	-0.052	0.592	0.881	1.135
	Striving to reach goals	0.165	0.107	0.796	1.256
	Dutiful	-0.006	0.954	0.884	1.131
	Delegating	**0.241**	**0.014**	0.892	1.121

a. Dependent Variable: Reflecting

Model Conscientious		F	ANOVA Sig.
	Regression	2.481	0.048[a]

a. Predictors: (Constant), Delegating, Self-discipline, Dutiful, Striving to reach goals
b. Dependent Variable: Conscious

	R Square	Adjusted R Square
	0.083	0.050

a. Predictors: (Constant), Delegating, Self-discipline, Dutiful, Striving to reach goals

		Standardized Coefficients		Collinearity Statistics	
		Beta	Sig.	Tolerance	VIF
	Self-discipline	0.023	0.818	0.881	1.135
	Striving to reach goals	0.015	0.887	0.796	1.256
	Dutiful	0.155	0.114	0.884	1.131
	Delegating	**0.202**	**0.040**	0.892	1.121

a. Dependent Variable: Conscious

Appendix 3b – Statistical data - Correlation matrix for hypothesis 2

Emotional Stability:

Correlations for stress-tolerance

		Stress-tolerant	Age	Semesters at PA	Spontaneous	Thoughtful	Facile	Vulnerable
Pearson Correlation	Stress-tolerant							
	Age	-0.194						
	Semesters at PA	-0.010	0.065					
	Spontaneous	0.116	0.133	-0.055				
	Thoughtful	-0.046	-0.049	-0.091	-0.183			
	Facile	-0.049	-0.113	-0.122	0.107	0.037		
	Vulnerable	0.021	-0.053	-0.083	0.053	0.256	0.161	

Correlations for temperamental

		Temperamental	Age	Semesters at PA	Spontaneous	Thoughtful	Facile	Vulnerable
Pearson Correlation	Temperamental							
	Age	-0.115						
	Semesters at PA	-0.158	0.065					
	Spontaneous	0.084	0.133	-0.055				
	Thoughtful	0.029	-0.049	-0.091	-0.183			
	Facile	-0.144	-0.113	-0.122	0.107	0.037		
	Vulnerable	-0.049	-0.053	-0.083	0.053	0.256	0.160	

Extroversion:

Correlations for gregarious

	Gregarious	Age	Semesters at PA	Extroverted	Determined	Adventure-loving	Positive attitude
Pearson Correlation Gregarious							
Age	0.010						
Semesters at PA	-0.118	0.072					
Extroverted	0.033	0.157	-0.026				
Determined	-0.073	0.023	-0.057	0.327			
Adventure-loving	0.264	-0.035	-0.006	0.236	0.137		
Positive attitude	0.264	0.103	0.048	0.290	0.271	0.103	

Correlations for social

	Social	Age	Semesters at PA	Extroverted	Determined	Adventure-loving	Positive attitude
Pearson Correlation Social							
Age	-0.121						
Semesters at PA	-0.076	0.072					
Extroverted	0.262	0.157	-0.026				
Determined	-0.060	0.023	-0.057	0.327			
Adventure-loving	0.090	-0.035	-0.006	0.236	.137		
Positive attitude	0.264	0.103	0.048	0.290	0.271	0.103	

Openness/Intellect:

Correlations for flexible

Pearson Correlation	Flexible	Age	Semesters at PA	Problem-solver	Emotional	Creative	Initiator
Flexible							
Age	0.005						
Semesters at PA	0.093	0.072					
Problem-solver	0.086	0.075	-0.101				
Emotional	0.316	0.018	0.006	0.128			
Creative	0.129	0.083	0.032	0.156	0.032		
Initiator	0.118	0.206	-0.090	0.373	0.004	0.398	

Correlations for initiative

Pearson Correlation	Initiative	Age	Semesters at PA	Problem-solver	Emotional	Creative	Initiator
Initiative							
Age	-0.035						
Semesters at PA	-0.097	0.072					
Problem-solver	0.077	0.075	-0.101				
Emotional	0.195	0.018	0.006	0.128			
Creative	0.040	0.083	0.032	0.156	0.032		
Initiator	0.250	0.206	-0.090	0.373	0.004	0.398	

Agreeableness:

Correlations for adaptable

Pearson Correlation	Adaptable	Age	Semesters at PA	Straightforward	Compliance	Regardful	Credulous
Adaptable							
Age	-0.085						
Semesters at PA	-0.050	0.072					
Straightforward	0.117	0.133	0.086				
Compliance	0.174	0.010	-0.048	0.029			
Regardful	0.248	-0.041	0.031	0.034	0.442		
Credulous	0.261	-0.139	-0.136	0.033	0.207	0.261	

Correlations for willingness

Pearson Correlation	Willingness	Age	Semesters at PA	Straightforward	Compliance	Regardful	Credulous
Willingness							
Age	-0.055						
Semesters at PA	-0.083	0.073					
Straightforward	0.151	0.129	0.086				
Compliance	0.217	0.017	-0.047	0.030			
Regardful	0.112	-0.062	0.031	0.032	0.446		
Credulous	0.173	-0.100	-0.137	0.039	0.205	0.284	

Conscientiousness:

Correlations for reflecting

Pearson Correlation		Reflecting	Age	Semesters at PA	Self-discipline	Striving to reach goals	Dutiful	Delegating
	Reflecting							
	Age	0.141						
	Semesters at PA	-0.029	0.072					
	Self-discipline	0.026	0.088	-0.042				
	Striving to reach	0.214	0.151	-0.015	0.301			
	Dutiful	0.072	0.138	-0.013	0.219	0.295		
	Delegating	0.274	0.136	0.033	0.158	0.297	0.169	

Correlations for conscentious

Pearson Correlation		Conscientious	Age	Semesters at PA	Self-discipline	Striving to reach goals	Dutiful	Delegating
	Conscentious							
	Age	-0.047						
	Semesters at PA	-0.122	0.072					
	Self-discipline	0.084	0.088	-0.042				
	Striving to reach	0.123	0.151	-0.015	0.301			
	Dutiful	0.202	0.138	-0.013	0.219	0.295		
	Delegating	0.232	0.136	0.033	0.158	0.297	0.169	