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THE RELATIONSHIP OF THE FIVE-FACTOR MODEL OF PERSONALITY TO EXPATRIATE ADJUSTMENT IN LATIN AMERICA

Master’s Thesis
International Business Management
08 / 2017

The research is qualitative in nature. A subject group consists of 112 Finnish responders who attempted to exchange or volunteer work program in Latin America during past 5 years. The relationship of personality to adjustment was examined in two manners which are linear relationship and relationship between the classes of the personality traits (low, average, high). The data was analyzed by using statistical tools (correlation matrix, regression analysis, comparison between the groups).

The results showed that there is no linear relationship between the adjustment and personality traits, but the relationship between the classes of the personality traits and adjustment was found. Average and high extraversion and low and average neuroticism increased adjustment. In addition, high agreeableness, low and average conscientiousness and average and high openness to experience were beneficial to adjustment in Latin America.

The main assumption of this research is the importance of an environment. Therefore, the main purpose was not to give straight responses but to offer tools for decision making. The research gives information about how to analyze and compare national cultures and the most importantly, how to use personality test results in hiring decisions.

The traditional way to analyze personality’s connection to adjustment (linear relationship) was challenged and the empirical findings proved that it might be more purposeful to analyze the personality test results as classes. An interesting message for managers is that there is no need to maximize or minimize the valued and unvalued personality traits. The highest or lowest possible score does not always be the most beneficial, but the average level might be enough in order to increase adjustment.

Keywords
Cross-cultural adjustment, hiring decisions, international assignments, national cultures
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1 INTRODUCTION

1.1 Aim and research question

This research investigates how the personality influences on one’s ability to adjust to foreign culture, specifically to Latin America. The subject group consists of Finnish students and volunteer workers who have been in exchange or work period in Latin America. The research approach follows the principles of congruency theory. Consequently, the influence of an environment is one of the central themes in this research.

The personality is determined through Five Factor Model of Personality, which is one of the most popular personality theories. It is the work of McCrae & Costa (1992). According to them, the personality consists of five traits that are extraversion, agreeableness, conscientiousness, neuroticism and openness to experience.

The aim of this research is to get information about how the personality affects on adjustment in foreign culture. The main point is to find out if there are certain personality characteristics that increase the ability to adjust in Latin America. The research question of this research is:

*What is the relationship of the personality traits to expatriate adjustment in Latin America?*

The research question is answered through four sub questions. The questions are about the influence of the Latin American environment and in addition they investigate the relationship type between the personality traits and adjustment. The first sub question focuses on the Black’s and his colleagues (Black, 1988, Black & Stephens, 1989) theories about the personal qualities that are related to adjustment. The first sub question is:

*Are the Black’s personal dimensions of adjustment related to adjustment also in Latin America?*
The second and third sub questions consider the type of the relationship between the personality traits and adjustment. Traditionally the relationship is measured as a linear relationship and estimated through Pearson correlation coefficient and regression analysis. However, the inconsistency of the research results made the author of this research to question that usage of the linear relationship. Is it the most suitable way to investigate the personality’s influence to adjustment after all? More importantly, the considerations about how the personality traits are scored in Five Factor Model of Personality and what the different scores actually express, created the intention to investigate the relationship also in an alternative manner. The sub questions 2 and 3 are:

*Is there a linear relationship between the personality traits and adjustment?*

*Is there a relationship between the classes of the personality traits and adjustment?*

Like the first sub question, the fourth question is related to influence of the environment. Since this research uses the principles of contingency approach, the personality traits, which were related to adjustment in one cultural environment, cannot be automatically connected to adjustment in other environment. Therefore, the Latin American context have to be considered as a part of the investigation. The forth sub question is:

*Are the personality traits that influenced on adjustment in Latin America the same ones that influenced on adjustment in other areas?*

1.2 Research Justification

Globalized business world has increased MNCs international activity and presence (Maertz et al. 2009). Consequently, globally competent workforce is needed and it have increased the numbers of how much companies are using expatriates. According to Global Relocation Trends Survey (GMAC Relocation Services 2012) 64% of companies indicated that their expatriate population is increased.
Within increased need of the expatriates, MNCs have faced new managerial challenges. A selection of the expatriates is highly important decision, since the positions they fill are often critical for the company’s operations, like joint venture negotiations, subsidiary management, new market development and technology transfer (Caligiuri 2000). Therefore, the selection of unsuccessful expatriate may have influence to MNC’s future (Caligiuri 2000; Gregersen & Black 1990; Zeina & Banai 1985).

In order to made successful expatriate decision, expatriate adjustment is a fundamental aspect to consider. There are numbers of studies indicating that in case of poor adjustment to the host country, the expatriate might depart prematurely (See e.g. Tung 1982, Black & Stephens 1989, McEvoy & Parker 1995). In addition, the expatriate might remain in the assignment but result poor in job performance (Kraimer et al 2001, Shaffer et al. 2006).

The relationship with expatriate adjustment and five-factor model of personality has been under the interest of many researchers (see e.g. Ramalu et al. 2010, Huang et al. 2005, Shaffer et al. 2006, Leon & Low 2004, Caligiuri 2000, Black 1988). However, neither the researches nor results have been congruent. When taking a closer sight to the researches there is no wonder why the results have been changing.

Firstly, the personality traits have not been measured in a same way. The original personality test of five-factor model includes 240 questions while some of the researchers have used a test with 50 or less items (Ramalu et al. 2010, Huang et al. 2005). Other problem is subject persons. Some of the researchers have considered the cultural fit as an important aspect and conducted their study by collecting data only from one cultural environment at the times (See e.g Ramalu et al. 2010, Huang et al. 2005, Black 1988). At the same time some of the researchers have collected their data from expatriates working in several countries that are not sharing the same cultural environment (See eg. Shaffer et al. 2006, Leon & Low 2004, Caligiuri 2000). However, there are proves that when studying the expatriate adjustment, the environment should have been taken into account. Huang et al. (2005) pointed out in their research that in addition of expatriate’s personality, host country’s culture affect
on adjustment. According to them, the expatriate fits best to the local culture if his or her personality traits demonstrate strengths related to host culture's most relevant aspects. Also Chatman & Barsade (1995) have found similar results.

There are not many researches where the expatriate adjustment have studied in a way that environment has been taken into account. The ones that exist are focusing mainly on Asia (e.g., in Taiwan: Huang et al. 2005 and Malaysia: Ramulu et al. 2010). In Latin America the culture is different than in Asian countries and there are no studies of expatriate adjustment in the area of Latin America.

The Latin America is an important subject to study, since it is growing market area and it is probable that in future many companies will have operations there. Also GMAC Relocation Services (2012) underline the importance of emerging markets based on the results of their Global Relocation Trends Survey. According to their data, companies are sending expatriates to the widest area than ever and Latin America is taking a place in that growth. Some of the new countries listed as new expatriate destinations were Colombia and Argentina.

When companies are increasing their operational area more information is needed about the countries that have not been the main trade partners before. This research offers information for MNC managers to consider their expatriate selection to Latin American countries.

In addition of giving information about Latin America as an operational area, this research gives new ideas about how to analyze personality test results and how to use them in decision making. This research challenges the traditional way to evaluate personality's role in adjustment.

1.3 Methodology and structure

This research is conducted as a quantitative research. The quantitative data is collected through web-based survey and the data is analyzed by using appropriate statistic tools. To support the empirical data collection and analysis, the literature
review of expatriate adjustment research is carried out. In addition, the most relevant theories and investigations related to personality and culture are reviewed.

The structure of the research is presented in the figure below (figure 1).

![Figure 1: Structure of the research](image)

After the introduction, chapters two and three present the theoretical background of this research. The history of expatriate adjustment research is presented and the importance of expatriate adjustment as a research subject is argued. Then the ways to measure adjustment are introduced. Chapter three discusses about the cultural environment and its importance and influence. It also analyzes the Latin American culture using Hofstede’s cultural dimensions. Then the Five Factor Model of Personality is presented and each trait is described. In the end of the personality chapter, the personality’s influence to adjustment is analyzed and ideas for hypothesis are considered. The last part of the chapter three summarizes the theories and presents
the hypothesis. The chapter four explains the research nature and how the data is collected. It also specifies how was the subject group and the questionnaire. Lastly the data analyze methods are presented. Chapter five introduces the empirical data and statistical analyzes. The last chapter makes the conclusions about the findings and gives the respond to the research question. The managerial implementations are also considered. Then the limitations and further research ideas are presented. At the end of the research there are references and enclosures.
2 EXPATRIATE ADJUSTMENT

An expatriate is a person who is working and living in a country other than his or her own for a certain period of time and has no intention to stay in that country after that period of time (Haslberger et al. 2014).

Adjustment implies adjustment to something (Haslberger et al. 2014). Black et al. (1991, p.301) defined expatriate adjustment as “the perceived degree of comfort a person has with his or her environment”.

2.1 History of expatriate adjustment research

The study of expatriate adjustment started in 1955 when Lysgaard investigated adjustment of Norwegian students who studied in U.S. His research started the interest of cross-cultural adjustment and since that it has been widely researched topic in the field of international business research. In 1990 Ober specified the concept of adjustment and added the notion of a culture shock. Ober (1990) defined the culture shock as a normal part of the adjustment of new culture, which often cause symptoms like anxiety, irritability and psychological discomfort. (Black 1998.)

Soon researches noticed that individuals’ patterns of adjustment are different between each other and the culture shock is not similar for everybody (Black 1990). Afterwards, personal characteristics and their relation to adjustment have received lots of attention (Church 1982, Mendenhall & Oddou 1985, Steining 1979). However, the researches of the relationship of personality traits to expatriate adjustment are not concordant but there are multiple variations of how to measure adjustment and the personality traits. In addition, the selection of the subject group is strongly varying. Some researchers investigates the expatriates from a same origin operating in a common destination (see e.g Ramulu et al. 2010, Huang et al. 2005, Black 1988) while in other researches the subject group consists on expatriates from all over the world operating in different destinations (See eg. Shaffer et al. 2006, Leon & Low 2004, Caligiuri 2000). Therefore the results of different expatriate adjustment researches are not completely comparable. In this research paper, the environmental
aspect is considered and the subject group is collected from individuals with the same origin operating in the same cultural area. Therefore, only the researches that have conducted through the similar guidelines are considered in order to be able to compare results.

Other researchers have not been focusing on Latin America in their studies. Huang et al. (2005) investigated 83 US expatriates in Taiwan and found positive correlation between extraversion and openness to experience to general living adjustment, extraversion and agreeableness to interaction adjustment and openness to experience to work adjustment. Ramalu et al. (2010) researched expatriates' adjustment in Malaysia as a point of view of job performance founding a correlation of conscientiousness and openness to experience to job performance.


2.2 Expatriate failure

Expatriate failure is a situation when an expatriate return home before he/she was supposed to return. Harzing (2002, p.128) defines expatriate failure as situation when "the expatriate returning home before his/her contractual period of employment abroad expires". In addition of premature return, also poor job performance, personal problems and negative outcomes of repatriation are associated to expatriate failure (Foster 1997, p.414). As a whole, expatriate failure is taking a place when the project
objectives were not met (Lee 2007). According to National Foreign Trade Council (2006) approximately 21% of international assignments end up to expatriate failures.

Expatriate failure cause great problems for an organization. National Foreign Trade Council estimated that the costs of poor international recruitment decisions are between 200 000 and 1,2 million U.S. dollars (Ashamalla 1998). The costs were calculated from relocation, compensation and retraining of a replacement. However, the indirect costs like loss of market share and business opportunities damage a corporate image and reduce productivity and they are even more serious consequences (Ashamalla & Crocitto 1997). In addition, expatriate failures cause costs for managers as a damaged self-esteem, confidence and reputation (Li 2016).

In order to avoid the expatriate failure selection of the expatriate is one of the most important aspects to take care of (Zeira & Banai 1985). In addition, cross-cultural training (Black & Mendenhall 1990) and family related issues (Black & Stephens 1989) influence on successful expatriate experience.

When considering the successful selection, in addition of technical competencies candidate’s relational capabilities are equally important (Yavas and Bodur 1999). In Stone’s study (1991) Australian managers and expatriates even ranked ability to adapt the foreign environment as the most important criteria of expatriate selection. Also Tung’s (1987) listing of the reasons of expatriate failures shows similar results. In her list, there were five reasons to failure and three of them were about personal characteristics and ability to adjust and only one was about technical capability and the other one about family issues.

Therefore when selecting a candidate to international assignments, in order to avoid failure, it is vital to select an individual who is able to adapt new environment. The purpose of this study is to help managers to prevent the expatriate failures and give them tools to evaluate the candidates’ suitability based on the personality and the host country’s cultural environment.
2.3 Measurements of adjustment by Black

2.3.1 Dimensions of adjustment

Black (1988) and his colleague (Black & Stephens 1989, Black & Gregersen 1991) introduced a three dimension model of expatriate adjustment based on empirical findings. According to them, expatriates not only adjust to general environment. An interaction with host nationals and adjustment to a job are part of the adjustment too. Consequently, the Black’s three dimensions of adjustment are 1) work adjustment, 2) interaction adjustment and 3) living adjustment. Work adjustment means adjustment to work related issues like job responsibilities, supervision and performance expectations. Interaction adjustment includes aspects like adjustment to socializing with locals in the host country. Living adjustment is about adjusting general living conditions like housing, food, weather, and transportation system.


In this research the Black’s model is used to calculate the score of adjustment. However, differently than in other adjustment researches, the dimensions of adjustment are not considered separately. In the other words, the correlation between the personality and adjustment is not calculated separately to each dimension but only for the mean of the three dimensions of adjustment is used. That mean represents the adjustment as a whole.
The explanation for this choice is that even if adjustment theoretically is a multifaceted phenomenon, the aim of this research is to gain knowledge for managerial implementations. For managers it is important to know how an expatriate adjusts as a whole. When an expatriate’s assignment ends up to be the expatriate failure because of the adjustment problems, it makes no difference if he or she was adjusted to some of the dimensions of adjustment when as a whole he or she was not adjusted good enough. Therefore, the managers need to know which personality traits increase the expatriate’s ability to manage with the whole adjustment process. If they know that certain trait increases the adjustment to work adjustment they still do not know how is the adjustment as a total. The expatriate might adjust well to the work related issues but his or her adjustment as a whole can be poor if he or she is unable to adjust to other dimensions of adjustment. Therefore, in order to gain valid information for managerial decision making, it is purposeful to deal with the total score of adjustment instead of three different adjustment facets values.

2.3.2 Personal dimensions of adjustment

In addition of the dimensions of adjustment, Black (1990) introduced five personal dimensions that have been cited as important determinants of adjustment. They are based on Mendenhall & Oddou’s (1985) and Stening’s (1979) literature reviews. Black argues that the dimensions are important for adjustment because they forecast individual’s ability to gather information on how host nationals think and behave and how foreigners are expected to behave. The five dimensions are 1) cultural flexibility, 2) social orientation, 3) willingness to communicate, 4) ethnocentricity and 5) conflict resolution orientation. All of the dimensions will be presented below.

Cultural flexibility measures the ability to replace activities that were important in home country to the new activities that are available in a host country. Activities enjoyed in home country are often unavailable in a new environment and it can make one feel lonely, isolated and frustrated which contribute to culture shock and inhibit adjustment (Black 1990; Chuch 1982). Accordingly, person who can more easily get new satisfying activities in his or her live in new cultural environment suffer less the symptoms of culture shock and is able to adjust better (Black 1990).
Social orientation describes how well an individual is able to establish relationships with host nationals. Medenhall & Oddou (1985) argue that the importance of this dimension is based on information and feedback that an individual receives from host nationals while having a relationship with them. When there are information and feedback coming from host nationals, one can more easily change his or her behavior and adapt culturally appropriate behavior. Consequently, when the behavior is in the line with the host culture, one will receive more positive feedback, which will make him or her feel more comfortable and adjusted to the new culture. (Black 1990.)

Willingness to communicate indicates one's will and desire to communicate. Church (1982) point out that a proficiency of the language of the host country facilitates adjustment since communication with locals is easier, which decreased the level of frustration and anxiety, and through them the whole culture shock. However, Mendenhall & Oddou (1985) proved that beyond a survival level of language proficiency, one's own desire to communicate is an important aspect of communication skills and ability to adjust. According to them, it is individual's will that determines the actual level of communication. Then, through the communication with host nationals, one gain better understanding of new culture and behavioral expectations, which reduce culture shock and facilitate the adjustment. (Black 1990.)

Ethnocentricty means the practice of considering one's own culture, traditions and behavioral patterns as correct and others as incorrect. Researchers have found evidences that ethnocentricty inhibits adjustment and more open-minded attitude facilitates adjustment (see Church 1982, Stening 1979). Individuals with high level of ethnocentricty believe that their ideas, norms and behavior is the right ones and they do not make an effort to understand host nationals. Then the culturally inappropriate behavior will continue followed by negative consequences and feedback, which enhance culture shock and inhibit adjustment. (Black 1990.)

Conflict resolution orientation tells how a person deals with a stress. Literature review (Mendenhall & Oddou 1985) and empirical research (Hammer et al. 1978, Hammer 1987) have argued that the primary source of stress while living in foreign country is based on interpersonal conflict. Researches (Abe & Wiseman 1983, Hawes
& Kealey 1981) show that the persons who deal with interpersonal conflicts in a collaborative way and are focusing on mutual understanding are adjusted more effectively to a new culture. Individuals who manage interpersonal stress such way have intention to understand the norms, values and beliefs of other party. By understanding more one is able to make necessary behavioral changes, which will decrease negative consequences and cultural shock and adjustment will be better. (Black 1990.)

In this research the personal dimensions of adjustment will be investigated as determinants of adjustment in Latin America. In addition, the relationship between the personality traits and personal dimensions of adjustment will be estimated.
3 CULTURE, PERSONALITY AND ADJUSTMENT

3.1 Cultural fit

According to Hofstede et al. (2010) **culture** is a set of unwritten rules, which defines how to be a good member of the group. However, each human group has their own unwritten rules of how those things are done (Hofstede et al. 2010).

People are not operating in a vacuum, but society and cultural environment is always present. Therefore it would be problematic to determine personality traits that are universally successful. The idea of the influence of environment is not new. An organizational theory called **contingent theory** focuses on the importance of environment. Contingency theory claims that there are no certain set of solutions and operational models that can be said to be always successful but everything is based on the environment (Watson 2013). As a part of contingent theory, personality traits have also been argued to influence on performance depending on environment (Moynihan and Peterson 2001). The contingent theory is about organizational environment, but the same idea can be expand to cultural environment like researchers like Huang et al. (2005) and Chatman & Barsade (1995) have done.

The cultural fit can be considered through two aspects: 1) Similarity between expatriate's culture and destination country's culture and 2) Similarity between expatriate's personality traits and destination country's most relevant cultural aspects. Both of them will be presented below.

The fit between culture and culture. According to Mendenhall et al. (1985) the expatriate adjustment is more difficult when the differences between expatriate's culture and the destination's culture are greater. However, the phenomenon is more complex than that. Selmer (2002) found in his study of 36 companies from United Kingdom that expatriates from similar cultural backgrounds, like United States, had more adjustment problems than expatriates from dissimilar cultures like China. He considered that the explanation is that the expatriates from strongly dissimilar culture might be treated with more patience. In addition of others' attitude toward expatriate,
expatriates' own attitude and expectations might cause an impact. While interviewing Hong Kong Chinese Business Managers in China, Selmer & Shiu (1999) noticed that if expatriates expect that the destination culture is similar with their own culture, they hold an assumption of easy and quick adjustment. Then, if the expectations are not met, frustration and withdrawal appear.

There are empirical proves that the adjustment is not similar for expatriates from different cultural environments. For example Selmer (1999) investigates national differences in expatriate adjustment in China and found out that French people had the weakest ability to adjust to China compared with expatriates from United States, Australia or other countries in Europe. Also caliguri (2000) expected that there could be national differences in adjustment and he claimed in his research paper that the adjustment should be investigated in terms of national differences.

The fit between culture and culture is used in this research as a tool to measure the culture shock that Finnish expatriates face when operating in Latin America. The Finnish and Latin American culture will be analyzed and compared. The results will be used as a support in hypothesis creation.

**The fit between personality and culture.** Numbers of expatriate adjustment researchers have taken into account how expatriate's personality traits fit to the destination country's culture. Huang et al. (2005) and Chatman and Barsade (1995) argued in their research papers that, together with expatriate's personality, the host country's culture has an influence on adjustment. An expatriate adjusts better to the foreign culture if his or her personality traits are in line with the culture's most relevant aspects (Huang et al. 2005). For example, in a culture that values relationships, personalities who are talkative and highly enjoy social interaction could fit better to the environment than personalities that preferably avoid social situations.

Therefore it is probable that the personality traits that predict adjustment are not equal all over the world. This research investigates what are the personality traits that increase the adjustment in Latin American countries.
3.2 Latin America

Latin America consists on Mexico, South America, Central America and parts of Caribbean where Romance languages are spoken. The majority of the area shares the same history of colonization by Spain and Portugal from 15\textsuperscript{th} to 18\textsuperscript{th} century. Spanish is the dominant language throughout the Latin America in addition of Portuguese that is spoken in Brazil. Latin American countries are commonly considered as a world region, also by researchers (Acs & amorós 2008, Kantis et al. 2002, Peña 2006).

3.2.1 Hofstede's cultural dimensions

A traditional way to measure cultural differences is to divide culture to dimensions (see e.g. Hofstede et al. 2010, Trompenaar & Hampden-Turner 1997, House et al. 1999). Of these, Hofstede et al.’s (2010) cultural dimensions theory is the most recognizable one. Williamson (2002, p.1392) claimed the Hofstede’s cultural dimensions to be “probably the dominant explanation of behavioural differences between nations” and Hickson (1996) stated that “there is hardly a cross-national paper that does not cite Hofstede’s”. Indeed, Hofstede et al.’s work is widely used in cross-cultural business and management research (see e.g Dastmalchian et al. 2000, Yao 2014, Johnson & Golembiewski 1992, Kessapidou & Varsakelis 2003, Luthar & Luthar 2002, Black 2005 & 1999), Gahan & Abeysekera 2009, Ellis 2012, Sartorius et al. 2011, Muratbekova-Touron 2002). However, the Hofstede’s theories of cultural dimensions are not free of criticism. According to Yao (2014) the main doubts have been that if the Hofstede’s model captures true cultural differences and how valid the findings are in current globalized environment. In addition, Hofstede’s dimensions of adjustment have been claimed to simplify the complex phenomenon of national cultures and it cannot be measured as a simple classification of cultural characteristics (McSweeney 2002). Despite of the criticism, Hofstede’s model have been seen as a useful measuring tool in cross cultural research and for example Yao (2014) states its suitability to examine distinctive cultural settings, which is the case of this research where the differences between Finland and Latin American cultures are evaluated.
Hofstede et al. (2010) measures culture through six dimensions that are 1) power distance, 2) individualism, 3) masculinity, 4) uncertainty avoidance 5) long term orientation and 6) indulgence. Originally there were four dimensions and the two last ones were added to the model later.

*Power distance* expresses in what level individuals accept and expect that power is distributed unequally. Hofstede (2010) claims that in order to run society some level of the acceptance of leadership is vital.

*Individualism* measures if people feel themselves independent as an individual or if they feel interdependent as a member of larger wholes. In *individualistic* society people expect individual choices and decisions while in *collectivism* an individual’s place in society is determined socially.

*Masculinity* measures emotional gender roles. In a *masculine* society men and women are seemed to be different and men are supposed to be tough. In *feminine* society the genders are emotionally closer and not so openly gendered.

*Uncertainty avoidance* tells how tolerate society is for uncertainty and ambiguity. This dimension is not about risk taking or following rules but it measures the anxiety and distrust toward unknown and the wish to have fixed habits and rituals.

*Long-term orientation* is not part of the Hofstede’s original cultural dimensions but it was added later. Long-term orientation tells how a change is considered. *Long-time-oriented* culture sees world continuously changing and they think there is always need for future preparation. A *short-time-oriented* culture, on the other hand, considers world to be essentially as it was created so for them the past is the key that provides a moral compass.

*Indulgence* also was added to the cultural dimensions later. It is about good things in life. *Indulgence* society sees that it is good to be free and people should do what their impulses tell them to do. In a *restrained* culture life is considered hard, and duty is a normal state of being.
3.2.2 The culture of Latin America

Hofstede et al. (2010) have information of national culture dimensions expressing the cultures of different countries. They present values from 15 Latin American countries that are Mexico, Dominican Republic, Guatemala, El Salvador, Honduras, Costa Rica, Panama, Ecuador, Colombia, Peru, Venezuela, Brazil, Chile, Argentina and Uruguay. With values coming from each country, the Latin American cultural atmosphere is determined by calculating averages of each dimension. However, since long-term orientation and indulgence was added to the dimensions later, there are no information of those values in Guatemala, Honduras, Costa Rica, Panama and Ecuador. The average values of those two last dimensions are consisted from the values of the rest 10 countries. The chart below (chart 1) shows the average values of the cultural dimensions in Latin America.

![Chart 1: Average cultural dimensions of Latin America](chart1)

In Latin America the power distance is high, individualism low, masculinity moderate, uncertainty avoidance high, long term orientation low and indulgence high (Hofstede et al. 2010). An analysis of presented cultural dimensions tells that in Latin America the power is distributed unequally and income inequality exists. People are seeing themselves rather independent as member of larger wholes than as individuals.
The society is between of the masculine and feminine emotional gender roles, which means that in some level genders are considered to be different and men are supposed to be tough but in some level both genders are still allowed to express their feelings freely. The society tolerates well uncertainly and ambiguity and there is no strong wish to have fixed habits and rituals. The culture is short-term-oriented so there is no need for future preparation like in long-term-oriented cultures that consider the world continuously changing. World is seen essentially as it was created so the past is the key that provides a moral compass. People have a basic assumption that it is good to be free and people should do what their impulses want them to do.

The subject group of this research is from Finland and the cultural environment there is very different. As opposite of Latin America, in Finland the power distance low, individualism moderate, masculinity low, uncertainty avoidance moderate, long term orientation moderate and indulgence moderate (Hofstede et al. 2010). The cultural dimensions of Finland are presented in the chart below (chart 2).

![Chart 2: Cultural dimensions of Finland](image)

**Chart 2: Cultural dimensions of Finland**

Based on the analysis of cultural dimensions, in Finland people expect that the power distributed equally and there are no huge income differences. Individuals are seeing themselves independent both as an individual and part of the larger wholes. The
society is feminine that indicates that genders are emotionally close and not strongly
gendered, which leads that both genders are allowed to express same emotions and
personality traits. People tolerate uncertainly and ambiguity in a moderate level and
there is some need for fixed habits and rituals. Society is partly feeling that world is
always changing and future need to be prepared. In addition, people are between the
assumptions of life being free and impulses can be followed and the assumption of
life being hard and the duty is a normal stage of life.

The chart below (chart 3) compares the differences between Finland and Latin
America.

![Chart 3: Cultural dimensions of Finland and Latin America](image)

The chart shows that based on Hofstede’ et al.’s (2010) findings while staying in
Latin America, an average Finnish person feels the power is shared unequally and
there is a lot income inequality. In addition, he or she sees himself or herself more as
an individual compared to local people. Also an average Finnish person feels that
female and men are more gendered and there is no that great freedom to express both
feminine and masculine emotions. He or she might feel anxiety and stress during his
or her staying since he or she expects more fixed habits and rituals than locals. In
addition, an average Finnish person does not tolerate that much uncertainty and ambiguity. Compared to the locals, an average Finnish person has stronger feeling that the world is continuously changing and he or she has the need to prepare future more than they do. In addition, locals are considering life to be freer than an average Finnish person does and for he or she it might feel strange that locals are following more their impulses and not taking duty that serious.

Based on the comparison of the cultural dimensions, it is clear that there are cultural differences when a person from Finland enters to Latin America. Therefore, it can be expected that a Finnish expatriate experiences the culture shock when living in Latin America.

3.3 Personality

In this research personality is considered through the Five-Factor Model of Personality presented by McRae & Costa (1992). The Five-Factor Model of Personality defines personality through five dimensions, which are 1) extraversion, 2) agreeableness, 3) conscientiousness, 4) neuroticism and 5) openness to experience. According to this theory, one’s personality is a combination of mentioned five traits. In widely used, well validated (McRae & Costa 1992) personality test NEO PI-R designed by McRae & Costa, each trait get numeric value from 0 to 100. Values of 0-32 are low, 33-66 average and 67-100 high.

The NEO PI-R is available only for the professional usage and therefore in this research IPIP-NEO, International Personality Item Pool Representation of the NEO PI-R will be used. The IPIP-NEO is the work of Dr. John A. Johnson (2000) and it is designed based on the McRae & Costa’s (1992) NEO PI-R. 120-item IPIP-NEO was further developed and examined in 2014 (Johnson 2014) and it is used by number of researchers as a part of their investigations (see e.g van den Berg et al. 2008, Clifton et al. 2011, McGivney et al. 2009, McAdams et al. 2009, Lo et al. 2005, Witt et al. 2009, Whalen et al. 2007).
The personality’s relationship to adjustment is investigated in two manners. First is a linear relationship. In linear relationship personality traits affect linearly to adjustment indicating that when a personality trait score increases or decreases, adjustment score increases or decreases too. It is the traditional way that is used in the researches that investigates the personality’s relationship to adjustment.

The second manner is not to investigate linear relationship but the differences between groups. In this case the groups are different classes that express the intensity of each trait. The classes are 1) low, 2) average and 3) high. The adjustment is investigated in terms of each class and then the results are compared and analyzed if there are differences between the classes. In addition to using the low, average and high classes, also the combination of them are used in order to find out if there is a minimum or maximum amount of certain trait that is enough to increase adjustment.

3.3.1 Five Factor -traits

**Extraversion** illustrates the level of one’s activity toward the outside world. People with high extraversion are called extroverts and the ones with low value are called introverts. Extroverts are energetic and active, and they highly enjoy socializing with others. They like to talk and have attention. Studies have shown that extroverts maintain positive emotions more often than introverts. (Johnson 2000)

When measuring the extraversion, following aspects are rated: (1) friendliness, (2) gregariousness, (3) assertiveness, (4) activity level, (5) excitement seeking and (6) cheerfulness. Accordingly, extraversion is not only social relationships. **Friendliness** means one’s feelings toward others. It measures for example in what level others are felt in positive way, how much one express those feelings and how easily new friendships are conducted. **Gregariousness** expresses how pleasant and rewarding other people’s company is seen. **Assertiveness**, in this context, means how much one takes visibility in a group. A person with high level of assertiveness expresses his/hers opinions, takes responsibilities and control others. **Activity level** tells about the lifestyle of the person: if it’s slow and peaceful or energetic and busy with full of activities. **Excitement seeking** estimates how easily person gets bored, take risks and
enjoy chaos. *Cheerfulness* tells how much positive emotions person feels. Person with high levels of cheerfulness is generally happy, optimistic and satisfied. (Johnson 2000.)

The influence of extraversion is widely researched. In different studies, extraversion is linked for example of physical activity and consciousness following of exercise program (Courneya & Hellsten 1997), job absence (Judge et al. 1997), antisocial behavior (bullying) in work (Lee et al. 2005), impulsivity (Whiteside & Lynam 2001), job satisfaction (Judge & Mount 2002), risk-taking (Gullone & Moore 2000) and high salary, promotions and satisfaction toward career (Seibert & Krammer 2001). Also some differences between genders are found. Usually men rank higher in excitement seeking and women tend to rank higher in aspects that express warm like friendliness (Chapman et al. 2007).

**Agreeableness** estimates one's interest toward cooperation and behavior toward other people. Individuals with high level of agreeableness go easily along with others. They are friendly, helpful and discreet, and they are flexible with their own interest in order to please others. They believe goodness, and they see others as honest and trustful. Persons with low level of agreeableness, on the other hand, are more interested about their own benefits. They also are skeptic about other people's motives, which make them behavior as unfriendly, uncooperative and suspicious manners. (Johnson 2000.)

The score of agreeableness consist on (1) trust, (2) morality (3) altruism, (4) cooperation, (5) modesty and (6) sympathy. *Trust* defines if one sees other people as fair, honest and good willing or selfish, false or even dangerous. *Morality* measures that in what level person feels that honesty and sincerely are necessary toward other people. *Altruism* defines how rewarding one feels helping other. *Cooperation* means how much flexibility one is willing to use in order to satisfy others. *Modesty* measures how one evaluate him/herself related to others. Person with low modesty level consider him/herself better than others. *Sympathy* measures the amount of bad feelings one has because of others' pain or failure. (Johnson 2000)
In researches, agreeableness has proved to be connected to risk-taking (Gullone & Moore 2000), unsatisfaction toward career (Seivert & Krammer 2001), performance in social work task especially in team work (Mount et al. 1998), happiness (McCrae & Costa 1991; Judge & Mount 2002). Agreeableness has negative relationship for antisocial behavior in workplace (Lee et al. 2005).

Conscientiousness is about how person deals with his or her impulses. People with high level of conscientiousness are organized, carefully and responsible while low scores tells about reckless and sloppy behavior. Following the impulses are not always bad thing but sometimes it leads the action away from the core functions, which lower the efficiency. High scores of conscientiousness lead person avoid problems and achieve success through careful planning and persistence. People with high level of conscientiousness are usually known as intelligent and trustful. However, high scores in conscientiousness can also lead for negative consequences like strong perfectionism and work addiction. Persons with low scores can be criticized from unrealistic and aimless behavior as well as breaking the rules and goals. (Johnson 2000.)

Conscientiousness consists on (1) self-efficacy, (2) orderliness, (3) dutifulness, (4) achievement-striving, (5) self-discipline and (6) cautiousness. Self-efficacy indicates person’s trust toward his or her own performance. Individual with high scores of self-efficacy feels that he or she hold all the information, skills and self-control in order to achieve success while one with low scores lack of control toward own life and performance. Orderliness defines how organized person is. Routines, schedules, plans and list are part of life of person who has high scores of orderliness. Dutifulness measures one’s attitude toward duties and orders. Achievement driving means internal drive toward success. Person with high level of achievement driving wants to achieve good results and complete his or her duties in a good way while people with low scores accomplish their tasks with as less effort as possible. Self-discipline means persons ability to perform unpleasant tasks and responsibilities. Individuals with high level of self-discipline finish their tasks and resist distractions even if they do not like the task. Cautiousness measures how much person considers options before an action. (Johnson 2000.)
Researchers have found relationships between conscientiousness and physical activity and conscientious following of exercise program (Courneya & Hellsten 1997), academic performance (Poropat 2009), impulsivity (Whiteside & Lynam 2001), job satisfaction (Judge & Mount 2002), work performance in social tasks (Mountm et al. 1998) and not taking a risk (Gullone & Moore 2000). Conscientiousness has negative correlation with job absence (Judge et al. 1997) and antisocial behavior in workplace (Lee et al. 2005).

**Neuroticism** measures one's propensity to experience negative feelings. Person with high level of neuroticism is jealous, possessive and fearful. He or she is sensitive and reacts strongly. Situations or events that does not bother others can be threatening and insurmountable for the one with high level of neuroticism. Negative feelings and emotions stay in their mind longer so they are often in a bad mood. It is common to be anxiety, angry and depressed if neuroticism level is high. People with low level of neuroticism are mentally stable, calm and not so easily disturbed. They do not carry negative feelings with them, but that does not mean they would feel positive feelings; likelihood to experience positive feelings is part of extraversion. (Johnson 2000.)

When studying neuroticism, following aspects are graded: (1) anxiety, (2) anger, (3) depression, (4) self-consciousness, (5) immoderation and (6) vulnerability. Anxiety measures how much fear and anxiety person experiences. If anxiety level is high, one has often feeling that something bad will happen. Anger tells about one's propensity to feel anger. High level of anger means that person gets easily angry and he/she is sensible that he/she is treated fairly. However, it is not telling if person will express anger; showing the anger is part of agreeableness. Depression is about how easily person feels sad, blue or dispirited. Person with high level of depression suffers often lack of energy and feels difficult to start things. Self-consciousness measures how sensitive person is for others' thought and opinions. In case of high level of self-consciousness, shame is often experienced as well fear toward judgment and mockery. That is why person with high level of self-consciousness is often isolated and uncommunicative in social situations. Immoderation evaluates if person is motivated for long-term goals or is he/she seeking for quick award and pleasure. Vulnerability expresses how one operates under stress. Person with high level of
vulnerability face stressful situation with panic, chaos and helpfulness while person with low scores stay calmer and is able to keep thought together. (Johnson 2000.)

Neuroticism is proved to have an influence for physical activity and conscientious following of exercise program (Courneya & Hellsen 1997), impulsivity (Whiteside & Lynam 2001), higher amount of negative life events (Judge & Mount 2002; Magnus et al 1993), unsatisfaction toward job (Judge & Mount 2002) and job performance in social tasks especially team work (Mountm et al. 1998). Gender differences are also found; women tend to score higher in neuroticism than men (Chapman et al. 2007).

**Openness to experience** indicates person's cognitive style. People with high scores of openness to experience are imaginary, creative, logical, productive, innovative, artistic and smart. They are curious about new, aware of their own feelings and able to make unique solutions. Understanding and dealing abstract issues is one of the skills of the people with high level of openness to experience. People with low scores of this feature are less unconventional and more narrow-minded. They prefer simplicity and unambiguity, and often they are conservative and do not like changes. (Johnson 2000.)

Openness to experience consists on (1) imagination, (2) artistic interests, (3) emotionality, (4) adventurousness, (5) intellect and (6) liberalism. *Imagination* measures if person is more oriented to fact or fantasy. *Artistic interests* does not means talent but more interest toward art. A person with high scores of artistic interests enjoys beauty both in nature and art. *Emotionality* expresses how well one understand him/her feelings. People with low scores of emotionality are not aware of their feelings and also they do not express feelings openly. *Adventurousness* measures how much interest person has toward new things. Person with high scores wants to travel to foreign country, start new hobby and experience lots of new while one with low scores feel uncomfortable when routines broke. *Intelect* is, together with artistic interests, the most important aspects of openness to experience. Intellect, in this context, measures one's innovativeness and ability to handle abstract issues. Person with high scores work naturally with ideas while other with low scores do better with
things and people. *Liberalism* measures people attitude toward rules and official order. (Johnson 2000.)

Openness to experience is linked with scientific and artistic creativity (Judge & Mount 2002, Feist 1998) and low salary (Seibert & Kraimer 2001). It also has negative correlation toward risk taking (Gullone & Moore 2000). DeNeve & Cooper (1998 via Judge & Mount 2002) also found out that openness to experience makes people to feel more deeply both good and bad.

### 3.3.2 A fit between personality and culture

Huang et al. (2005) argue that an expatriate adjusts better to the foreign culture if his or her personality traits are in line with the culture's most relevant aspects. According to averages calculated from Hofstede et al. (2010) numeric values of cultural dimensions of 15 Latin American countries, the most relevant aspects of Latin American culture are high power distance, low individualism, moderate masculinity, high uncertainly avoidance, low long term orientation and high indulgence.

Personality traits include multiple different aspects and therefore the relationship between the cultural dimensions and the personality traits is not always possible to create. However, some congruencies can be found. Some of the personality traits that can be connected to the power distance, uncertainly avoidance and indulgence. Individualism and masculinity don't include aspects that could be straightly connected to the personality traits.

Power distance express in what level people expect that power is distributed unequally. Income differences are also connected to power distance. From personality traits neuroticism include part named *anger* that determines how strongly a person react of inequality and unfair situations. Therefore, it could be assumed that in Latin America, where power distance is high, the lower level of neuroticism would be profitable personality trait.
High uncertainty avoidance express that the society can tolerate uncertainly and ambiguity well and there is no great anxiety and distrust toward unknown, neither a great wish to have fixed habits and rituals. Neuroticism has two parts that includes things related to uncertainly avoidance. They are anxiety that tells how much fear and anxiety person experience and vulnerability that expresses how one react to stress. Therefore, since in Latin America the uncertainly avoidance is high, lower neuroticism might cause profits when trying to adjust in Latin America.

Since the indulgence is high in Latin America, locals consider it is good to be free and one should follow their impulses and not take duties so seriously. The personality trait of consciousness measures how person deals with his or her impulses. More specifically, the part of dutifulness measures one’s attitude toward duties and orders. Therefore, in Latin America, a person with lower conscious could fit well to the cultural environment.

Schmitt’s et al. (2007) geographic distributions of big five traits offers similar results. The research compared the big five personality traits between geographic areas. The values of Western European personality traits were created through personality test conducted in Finland, the Netherlands, Flanders region of Belgium, France, German-speaking region of Switzerland, United Kindom, Germany and Austria. For Latin American, the personality traits Peru, Bolivia, Chile, Argentina and Brasilia were measured. Mentioned countries are all located in South America, but based on assumption of similarity of Latin American countries, results are generalized to cover the whole area.

The mentioned research conducted by Schmitt and his group at 2007 showed that in Latin America the big five personality traits are 0.70 of extraversion, 0.67 of agreeableness, 0.76 of conscientiousness, 0.74 of neuroticism and 0.79 of Openness to experience. For comparison, Western Europe has 0.84 of extraversion, 0.68 of agreeableness, 0.82 of conscientiousness, 0.82 in neuroticism and 0.79 in openness to experience.
The results are in line with the assumptions made when considering the relationships of cultural dimensions and personality traits, since according to results, Latin American people are less conscientiousness and less neurotic than people in Western Europe including Finland. They are also less extroverts and same level of agreeableness and openness to experience, but those traits could not be connected to dimensions of adjustment. The figure below (figure 2) summarizes the assumptions about the personality traits’ connection to cultural dimensions.

![Diagram](image)

**Figure 2: Assumptions about the personality traits’ relationship to cultural dimensions in Latin America**

**3.3.3 Personality’s connection to Black’s dimensions of adjustment**

Based on Black and his colleagues empirical findings (Black 1988, Black & Stephens 1989), there are five personal dimensions that forecast adjustment. They are cultural flexibility, social orientation, willingness to communicate, ethnocentricity and conflict resolution orientation. Those dimensions have proved to improve adjustment because
they express expatriate’s ability to find out how locals think and behave and also how foreigners are expected to behave.

Since this research paper is made through assumptions of congruency approach, it is expected that the personality traits that have relationship with five dimensions of adjustment are not same ones in all over the world but they vary depending on the environment. For example, the personality trait that forecast expatriate’s ability to express conflict resolution orientation –dimension can be different in China and in Argentina depending on the cultural environment. In following parts of this chapter the relationship of personality traits and personal dimensions of adjustment will be analyzed based on cultural environment of Latin America.

**Extraversion.** When comparing the qualities of extraversion to Black’s five personal dimensions of adjustment, there are some unities. Some of the personal dimensions require traits that are measured under extraversion. *Social orientation*, what means the ability to create new relationships, and *willingness to communicate* hold similarities with the person’s level of extraversion. Actually, in extraversion there are sections for both dimensions. The part *friendliness* in extraversion measures nearly identical issue than *social orientation*, while *gregariousness* is matching with *willingness to communicate*. Extraversion could have influence also *social flexibility* that measures how easily a person can find new activities and habits in new environment to cover the ones he or she had in his or her home. Extraversion has a part named *Cheerfulness* that measures how easily a person experiences good feelings. If person’s *cheerfulness* is high, it could be easier to be happy with the activities and situations that are possible in new country. Therefore, it could be expected that extraversion has influence on adjustment through dimensions of social orientation, willingness to communicate and cultural flexibility.

The cultural environment might not have a significant influence of extraversion’s relationship with adjustment since the extraversion express person’s activity toward other people and outside world, which is important part of adjustment based on the black’s five personal dimensions of adjustment where three of them are related to will
and skills to communicate with others. Also researchers have found that extraversion is connected to adjustment (see Armes & Ward 1988 and Huang et al. 2005).

Agreeableness. When considering the influence of agreeableness to personal dimensions of adjustment, the cultural environment of Latin America should be taken into account. In Latin America, the cultural environment has great differences compared to Finland. One of the differences is that Latin Americans see themselves rather as a part of a group than individuals while in Finland people are considering themselves primary as individuals. When people are operating as a part of groups, cooperation is needed. Agreeableness measures one's behavior toward other people and will to cooperate. Therefore, in Latin American context where groups are significantly part of normal social life, in order to be able to create and maintain relationships, agreeableness is probably needed. The ability to create relationships means dimension of social orientation.

Agreeableness could also have impact on ethnocentricity. Ethnocentricity measures how a person sees differences and in what level he or she can understand and respect them. In order to understand the cultural differences like unfamiliar distribution of power, different expectations for women and men and freer attitude toward duty and future, agreeableness could help. In agreeableness there is a part named modesty that measures if one feels himself or herself better than others. If a person does not take himself or herself above others, it is more probably that he or she respect other cultures be equally good as his or her own culture.

Conscientiousness. This trait measures how a person is dealing with his or her impulses. There is no straight connection between conscientiousness and cultural flexibility, willingness to communicate, social orientation, ethnocentricity or conflict resolution orientation since none of them includes significant aspects related to how organized one is. Therefore, the assumption is that conscientiousness does not have influence on adjustment.

Neuroticism. This trait measures how a person experiences and handles negative feelings. Neuroticism could have impact on dimensions of adjustment in number of
ways. Since in Latin America the groups are important, in order to success in relationship creation and maintaining, so achieving good level of social orientation, the low level of neuroticism could be an asset. The low level of neuroticism forecast that a person does not worry what others think about him or her and does not often experience anger, depression or anxiety. Therefore, the low level of neuroticism would probably make relationships easier. Researches are in line with this assumption. For instance, Mounin et al. (1998) proved that low level of neuroticism increased a job performance in social tasks especially team work. Willingness to communicate measures the will to communicate and mentioned qualities could also increase that dimension based on the same reasons than in case of social orientation.

*Cultural flexibility* expresses the ability to cover old habits with ones that are possible in a new environment. Since Latin America differs from Finland culturally and geographically, it could be expected that not all of the habits existing in Finland are available in Latin America. The low level of neuroticism forecast that depression, anger and anxiety are not felt frequently but a person is more stable, calm and not easily disturbed, and probably the change of the old habits would not disturb he or she too much.

*Conflict resolution orientation* estimates how a person deals with stress. Operating in a foreign culture is proved to cause a stress and since Latin America highly differs to Finland, expatriates probably experience the stress. In neuroticism there is a part that measures the ability to operate under stressful situation. It is called vulnerability. When vulnerability is low, a person does not panic and feel helpfulness in case of stress but stay calm and keep his or her thoughts together. Therefore, low neuroticism probably influence positively to conflict resolution orientation.

*Openness to experience* This trait tells about a person's cognitive style and high level of openness to experience express that a person is open for new and does not mind about changes. Like mentioned earlier, the life in Latin America requires expatriates to be able to deal with the changes and different lifestyle and habits. *Cultural flexibility* is the dimension that estimates those requirements. Since people with high level of openness to experience are open for new and changes, probably the
expatriates who have high level of openness to experience score high in cultural flexibility.

According to Hofstede’s national measurements of cultural dimensions, in Latin America there are cultural differences compared to Finland like different power distribution, stronger gender roles and more relaxing attitude toward future and duty. Ethnocentricty estimates the ability to respect those differences. Openness to experience tells about a person’s attitude toward new. Therefore it could be expected that expatriates with high level of openness to experience score higher in ethnocentricty.

The figure below (figure 3) presents the assumed relationship between the personality traits and personal dimensions of adjustment in Latin American context.

![Figure 3: Assumptions about the personality traits’ relationship to personal dimensions of adjustment in Latin America.](image-url)
3.4 Summary of the theories and hypothesis

In this part the theories will be summarized and presented together in a figure below (figure 4). After presenting the figure, the hypothesis will be announced.

Figure 4: Summary of the research
The figure represents all of the mentioned theories and shows how they are connected between each other. In the middle, there is the main research goal, to investigate the relationship of the personality to adjustment and it will be investigated in two manners: in linear relationship and in classes. In both cases, the adjustment is investigated firstly through Black’s personal dimensions of adjustment and secondly the actual adjustment score which is calculated based on Black’s theories about the dimensions of adjustment. Then the figure shows that the hypothesis are created based on the cultural fit idea and in this research the context is Latin America and the cultural environment is determined by Hofstede’s cultural dimensions. The cultural fit can be understood firstly through a fit between expatriate’s culture and the host country’s culture and secondly as a fit between personality and host country’s culture. Both of them are taken into consideration, while the expatriate’s culture are used as a tool to understand in what way the host country’s culture is different and the fit between personality and culture is the primary focus on this research. The hypotheses are a combination of the assumptions coming from the fit between personality and culture and from the connections between personality and Black’s dimensions of adjustment in Latin America. The hypotheses of this research are followings:

Hypothesis 1: *Extraversion influences on adjustment and high and average levels of extraversion increase adjustment in Latin America.*

Hypothesis 2: *Agreeableness influences on adjustment and high and average levels of agreeableness increase adjustment in Latin America.*

Hypothesis 3: *Conscientiousness influences on adjustment and low and average levels of conscientiousness increase adjustment in Latin America.*

Hypothesis 4: *Neuroticism influences on adjustment and low and average levels of neuroticism increase adjustment in Latin America.*

Hypothesis 5: *Openness to experience influences on adjustment and high and average levels of openness to experience increase adjustment in Latin America.*
4 METHODOLOGY

4.1 Quantitative research

Quantitative research offers results that can be numerically measured. Quantitative data is often used to make statistic analyses. It focuses on hypothesis testing and theory testing using empirical data (Johnson et al. 2016).

Research method has to be chosen by keeping in mind the research question: the chosen method should be relevant for giving the answer for research question (Ericsson & Kovalainen 2008). While qualitative research is often used to describe what is seen locally, the quantitative research gives information about a phenomenon that researcher want to know more about (Johnson et al. 2016). The aim of this research is to receive results that can be generalized. Since the purpose of this research is to examine the relationship between personality and adjustment, experiences of a few persons could not offer information that could be generalized. Therefore, purposeful method in this research is a method that gives an ability to collect information from a large group and make statistical analyses of them. Therefore this research was chosen to be quantitative in nature.

4.2 The questionnaire

The questionnaire was conducted through Google Forms and it had 4 parts. All of them can be found as enclosures of this research.

The goal of the first part was to determine in which level a participant posses the Black’s five personal dimensions of adjustment that are cultural flexibility, willingness to communicate, social orientation and conflict resolution orientation and ethnocentricity. There were five claims of each dimension, totally 25 claims, like “I spent time with locals” or “I had difficulties to change my habits and routines”. The responses were selected from a five-level Likert scale where the options were: 1. Strongly disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree, 5. Strongly agree.
The second part investigates the level of participant’s adjustment based on Black’s idea of three level of adjustment that are working, interaction and living adjustment. There were 5 claims of living adjustment, 3 of working adjustment, 2 of interaction adjustment and one question on participant’s general evaluation of his or her adjustment. The five-level Likert scale were used and the claims were for example “I was satisfied about the weather” and “I achieve good results of my studies / job”. The adjustment will be considered as a unity and therefore the three dimensions of adjustment are not used separately. The average value of adjustment is calculated in three steps. Firstly averages will be calculated separately to living, working and interaction adjustment. Secondly those scores will be put together and an average of them will be calculated. Then the person’s own evaluation is taken into a consideration and the final score of the adjustment is the average of the own evaluation and the adjustment score that was calculated from the Black’s dimensions of adjustment. The own evaluation was taken into calculations because the adjustment is mainly a psychological phenomenon (Bhaskar-Shrinivas et al. 2004) expressing how an expatriate feels in his or her new environment and therefore even if he or she was not satisfied about some facets, it is possible that they were not important for him or her and despite them he or she was feeling good and therefore possessing good level of adjustment.

The third part collected basic information of the participants. There were 11 questions collecting data about general facts of the responders and their period abroad. The duration, target country and housing were open questions. The relationship status, the type of the abroad period and gender had options to select and the prior experience in a target country and Latin America had yes or no –options. The international experience, the target country’s language skills (Spanish or Portuguese) and the information collected beforehand had five-level Likert scale and the options were 1. A bit or not at all 2. quite a bit 3. Not a bit nor a lot 4. Quite a lot 5. A lot.

The fourth part was the five factor model personality test. Because of limited resources and the fact that the official personality tests are available only for professionals, in this research 120-item version of the IPIP-NEO (International Personality Item Pool Representation of the NEO PI-R) were used. The IPIP-NEO
created by Dr. John A. Johnson, who is a professor of psychology in University of Penn State. The IPIP-NEO is based on the commercial personality test named NEO PI-R that is valued by many psychologists to be the best test to estimate the traits of Five Factor Model of personality. The original NEO PI-R includes 240 items and it is authored by Costa & McCrea (1992) and copyrighted by Psychological Assessment Resources (PAR) in Florida. The IPIP-NEO, which is used in this research, is not equivalent to NEO PI-R but for the purposes of this researches it is specific enough taking into consideration that researches have used the Five Factor Model of personality tests that includes for instance only 44-items (Ramulu et al. 2010) or 50-items (Huang et al. 2005). In addition, numbers of researchers have used the 120 – items IPIP-NEO by Dr. Johnson in their investigations (see e.g van den Berg et al. 2008, Clifton et al. 2011, McGivney et al. 2009, McAdams et al. 2009, Lo et al. 2005, Witt et al. 2009, Whalen et al. 2007)

The personality test was in English while other parts of the survey were conducted in Finnish. The participants had to open the test in separate web page, conduct the test and copy the results to the survey. In the test the subject persons were asked to rate themselves on a five-level Likert scale where the options were “very inaccurate”, “moderate inaccurate”, “neither accurate nor inaccurate”, “moderately accurate” “very accurate. The test estimates the scores of five personality traits that are extraversion, agreeableness, consciousness, neuroticism and openness to experience. In addition, the test determines six sub traits under each personality trait.

4.3 Data collection and sample

The population of the survey sample was collected from Finnish people who have been in exchange, volunteer work or internship in one or more Latin American country during last 5 years. Their abroad period had to be already finished and the period had to last at least 3 months.

For reaching suitable participants multiple channels were used. The most important one was co-operation with exchange coordinators in universities and polytechnics around Finland. 21 universities and polytechnics were contacted and 12 of them sent
the information of the research for the students who fit for the requirements. In addition, 70 persons were contacted personally through their blogs and one volunteering work association (maailmanvaihto.fi) contacted suitable persons that were found from their database. The announcement of the survey was also published in Facebook but through that channel only few new subject persons were signed up. Totally the survey received 114 responds. 112 of them were filled in a way that they could be evaluated. In two cases the personality test results were not filled.

20 (17,90%) of participants are men, 91 (81,30%) female and 1 (0,90) rather did not respond. 59 (52,70) of them are singles and 53 (47,80%) in relationship. In those who were in relationship 8 (15,10%) went abroad with his / her partner and 45 (84,90%) left alone. 83 (74,10%) were in university / polytechnic exchange, 5 (4,50%) in high school exchange, 11 (9,80%) in internship, 7 (6,25%) in volunteering and 6 (5,40%) were mixing university exchange and internship or volunteering. 31 (27,70) of the participants were in Chile, 24 (21,40%) in Mexico, 18 (16,10%) in Brazil, 16 (14,30%) in Peru, 10 (8,90%) in Argentina, 6 (5,40%) in Uruguay, 3 (2,70%) in Costa Rica, 3 (2,70%) in Colombia and 1 (0,90%) in Ecuador. The duration of the stay were 3-4 months in 7 (6,25) participants, 5 months in 45 (40,20%) participants, 6-7 months in 33 (30,50) participants, 8-11 months in 14 (12,50%) participants, 12 months in 10 (8,90%) participants and more than 12 months in 3 (2,70%) participants. 12 (10,70) of them had visited the country before, 100 (90,30%) had not. 36 (32,10%) of participants had visited Latin America before, 76 (67,90%) had not. 76 (67,90%) had a lot or quite lot previous international experience, 24 (21,40) not much or not little and 12 (10,70%) had none, little bit or quite little previous international experience. 76 (67,90%) of participants lived together with at least one local person, 17 (15,20%) with other Finns and / or other foreigners, 4 (3,60%) alone or together with his / her partner, 15 (13,40%) in local family and for 15 (13,40) cases the information were lacking.

4.4 Data analysis

The collected data is analyzed by using Excel and ANOVA. The first part of the analysis investigates the linear relationship between personality traits and adjustment.
The linear relationship is evaluated in two parts. First the correlation matrix is presented where the correlations between standard variables and background variables are seen. In addition the mean and standard deviation of each variable is presented.

The standard variables in the correlation matrix are in the first calculations the Black's five personal dimensions of adjustment and the score of adjustment. In addition, the results and conflicts are taken into standard variables to give extra information about the adjustment. In the second calculations the standard variables are the same but the personality traits replace the dimensions of adjustment. The background variables are selected based on the previous researches. They are gender, language skills, length, relationship status, prior international experience, visited Latin America before, visited country before and information collected beforehand.

After the correlation matrix, the relationship is analyzed deeper and the regression analysis are used for that. In the regression analysis some of the background variables are reduced and only the most important ones are used. The regression analysis shows how the correlation is between variables when multiple variables are taken into account in the same time. Therefore too many background variables would weaken the results. The background variables used in regression analysis are gender, language skills, length, relationship status and prior international experience.

The second part of the analysis investigates the different personality trait classes' relationship to adjustment. The influence of the classes of the personality traits is analyzed as a groups where the mean, standard deviation, sample size and p-value is represented in case of the different classes and combinations of the classes. The variance analysis is also made and analyzed, but it is not meaningful to represent all of the results but only the most significant value, the p-value, is represented as a part of the results.
5 RELATIONSHIP OF THE PERSONALITY TO ADJUSTMENT

This chapter presents the results of empirical research. It is divided in two parts. The first one (5.1) investigates the relationship of adjustment to personality traits as a linear relationship. The second part (5.2) searches the relationship as classes of the scores of the personality traits. They are low, average and high. In addition, the combinations of different classes are investigated.

In the both chapters, the relationship of personality traits to adjustment is investigated in two different manners. First one is through Black's personal dimensions of adjustment. The purpose is to find out how personality traits are connected to Black's personal dimensions of adjustment. The second part is to compare the personality traits and the score of adjustment and investigate the relationship between them.

Before starting the analysis, the correlation between the Black's personal dimensions of adjustment and adjustment will be tested. The table (table 1) presents the mean, standard deviation and correlations of the background factors, personal dimensions of adjustment, adjustment, results and conflicts.
<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
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</tr>
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</tr>
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</tr>
<tr>
<td>6. Visited Latin-America before</td>
<td>0.28</td>
<td>0.45</td>
<td>0.67</td>
<td>0.31***</td>
<td>0.03</td>
<td>-0.11</td>
<td>0.16</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
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<td>7. Visited country before</td>
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<td>0.31</td>
<td>0.00</td>
<td>0.08</td>
<td>0.07</td>
<td>0.02</td>
<td>0.20</td>
<td>0.24*</td>
<td>0.10</td>
<td>0.18</td>
<td>0.35***</td>
<td></td>
<td></td>
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<td>8. Information collected beforehand</td>
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<td>0.25</td>
<td>0.09</td>
<td>0.17</td>
<td>0.20</td>
<td>0.24*</td>
<td>0.10</td>
<td>0.18</td>
<td>0.35***</td>
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<td></td>
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</tr>
<tr>
<td>9. Cultural flexibility</td>
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<td>0.25</td>
<td>-0.03</td>
<td>0.018</td>
<td>0.11</td>
<td>0.31</td>
<td>0.16</td>
<td>0.13</td>
<td>0.06</td>
<td>-0.07</td>
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<td></td>
<td></td>
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<td>10. Social orientation</td>
<td>0.74</td>
<td>0.18</td>
<td>-0.16</td>
<td>0.05</td>
<td>-0.01</td>
<td>-0.08</td>
<td>0.12</td>
<td>0.07</td>
<td>-0.03</td>
<td>-0.06</td>
<td>0.34***</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>11. Conflict resolution orientation</td>
<td>0.45</td>
<td>0.17</td>
<td>-0.15</td>
<td>0.11</td>
<td>0.00</td>
<td>-0.06</td>
<td>-0.05</td>
<td>0.12</td>
<td>0.05</td>
<td>0.09</td>
<td>0.41***</td>
<td>0.39***</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>12. Willingness to communicate</td>
<td>0.44</td>
<td>0.14</td>
<td>-0.14</td>
<td>0.03</td>
<td>0.07</td>
<td>-0.00</td>
<td>0.01</td>
<td>0.05</td>
<td>-0.11</td>
<td>0.16</td>
<td>0.11</td>
<td>-0.07</td>
<td>0.07</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>13. Ethnocentrism</td>
<td>0.41</td>
<td>0.17</td>
<td>-0.14</td>
<td>0.03</td>
<td>0.07</td>
<td>0.00</td>
<td>0.01</td>
<td>0.05</td>
<td>-0.11</td>
<td>0.16</td>
<td>0.11</td>
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</tr>
<tr>
<td>14. Adjustment</td>
<td>0.78</td>
<td>0.15</td>
<td>-0.03</td>
<td>0.02</td>
<td>0.05</td>
<td>0.03</td>
<td>0.05</td>
<td>-0.02</td>
<td>-0.01</td>
<td>-0.03</td>
<td>0.07***</td>
<td>0.39***</td>
<td>0.40***</td>
<td>0.49***</td>
<td>0.30**</td>
<td></td>
<td></td>
</tr>
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<td>15. Results</td>
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<td>0.02</td>
<td>0.05</td>
<td>-0.04</td>
<td>-0.08</td>
<td>0.22*</td>
<td>0.02</td>
<td>0.05</td>
<td>0.02</td>
<td>0.02</td>
<td>0.09</td>
<td>-0.04</td>
<td>0.00</td>
<td>-0.01</td>
<td>0.18</td>
<td></td>
</tr>
<tr>
<td>16. Conflicts</td>
<td>0.04</td>
<td>0.14</td>
<td>0.00</td>
<td>0.03</td>
<td>0.11</td>
<td>-0.13</td>
<td>0.15</td>
<td>0.13</td>
<td>0.07</td>
<td>0.15</td>
<td>0.07</td>
<td>0.06</td>
<td>0.11</td>
<td>0.04</td>
<td>0.05</td>
<td>-0.07</td>
<td>-0.10</td>
</tr>
</tbody>
</table>

Notes: 
- Gender and relationship status are dummy variables. 
- Correlation is significant at the level (two-tailed) 
  * p<0.05 
  ** p<0.01 
  *** p<0.001 
  Single = 0, in a relationship= 1
The correlation between adjustment and all of the five personal dimensions of adjustment was found. The correlation was positive with cultural flexibility \( (r=0.70, p<0.001) \), social orientation \( (r=0.39, p<0.001) \), conflict resolution orientation \( (r=0.40, p<0.001) \) and willingness to communicate \( (r=0.49, p<0.001) \). With ethnocentricity the correlation negative \( (r=-0.30, p<0.01) \). The results were in line with Blacks (1990) research, expect with ethnocentricity. Black did not find correlation with ethnocentricity and adjustment in his empiric research, but he assumed that it could be because of small sample size that leads limited statistical power. Also he claimed that the scale what he used for measuring the ethnocentricity might not be suitable to capture issues in cross-cultural adjustment. In this research the same scale was not used but the questions of ethnocentricity was planned to evaluate the expatriate adjustment.

Other correlation are between prior international experience and results \( (r=0.22, p>0.5) \) and surprisingly with relationship status and amount of information that was gained beforehand \( (r=0.24, p<0.05) \) meaning that individuals who were in relationship are collecting more information about their destination that individuals who are singles. In addition there was correlations between all of the personal dimensions of adjustment except ethnocentricity and also obvious correlations for example if the destination country was visited before, individual had more information and his language skills were better.

In order to analyze deeper the correlations between variables, the regression analysis is made. The results have presented in table (table 2) below.
Table 2: Regression analysis of Black’s personal dimensions of adjustment, adjustment and background variables.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
<th>Step 1</th>
<th>Step2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>b</td>
<td>t</td>
</tr>
<tr>
<td>Gender</td>
<td>-0.01</td>
<td>-0.24</td>
<td></td>
</tr>
<tr>
<td>Language skills</td>
<td>0.01</td>
<td>0.23</td>
<td></td>
</tr>
<tr>
<td>Lengt</td>
<td>0.00</td>
<td>0.61</td>
<td></td>
</tr>
<tr>
<td>Relationship status</td>
<td>0.01</td>
<td>0.51</td>
<td></td>
</tr>
<tr>
<td>Prior international experience</td>
<td>0.03</td>
<td>0.53</td>
<td></td>
</tr>
<tr>
<td>Cultural flexibility</td>
<td></td>
<td></td>
<td>***0.53</td>
</tr>
<tr>
<td>Social orientation</td>
<td></td>
<td></td>
<td>**0.15</td>
</tr>
<tr>
<td>Conflict resolution orientation</td>
<td></td>
<td></td>
<td>0.01</td>
</tr>
<tr>
<td>Willingness to communicate</td>
<td></td>
<td></td>
<td>0.10</td>
</tr>
<tr>
<td>Ethnocentricity</td>
<td></td>
<td></td>
<td>***-0.20</td>
</tr>
<tr>
<td>R2</td>
<td>0.01</td>
<td></td>
<td>0.76</td>
</tr>
<tr>
<td>Adjusted R2</td>
<td>-0.04</td>
<td></td>
<td>0.58</td>
</tr>
<tr>
<td>F</td>
<td>0.18</td>
<td></td>
<td>***13.99</td>
</tr>
<tr>
<td>df</td>
<td>5</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>N</td>
<td>112</td>
<td></td>
<td>112</td>
</tr>
</tbody>
</table>

Table two indicates the regression between adjustment and selected background variables and personal dimensions of adjustment. Like noticed from table 1, some of the background factors were overlapping and based on that fact, only a few and the most significant variables were taken into independent variables in order to get more reliable results.

The regression analysis shows that the background factors do not have an influence of adjustment. Interestingly, the regression analysis did not show that “conflict resolution orientation” and “willingness to communicate” would have an influence on adjustment but only “cultural flexibility” (b=0.53, p<0.001), “social orientation” (b=0.15, p<0.01) and “ethnocentricity” (b= -0.20, p<0.001) affect on adjustment (Adjusted R2= 0.58, F=13.99, p<0.001, df=10).
5.1 Linear relationship

5.1.1 Black's personal dimensions of adjustment

As it was found out, three of the Black's personal dimensions of adjustment had correlation with adjustment. Those dimensions are cultural flexibility, social orientation and ethnocentricity. In the further investigations those three dimensions and their relationship to personality traits will be used.

The second step was to investigate how the personality traits influence on adjustment. Based on the results from regression analysis, the connection between personality traits and cultural flexibility, social orientation and ethnocentricity was researched. However, no connection between personality traits and any of mentioned three personal dimensions of adjustment were not found. The results are not supporting any of the hypothesis.

Gender was the only variable that had was related to some of the personal dimensions. It has negative correlation to ethnocentricity (b= -0.08, p=0.06) meaning that men were less ethnocentric than female. However, in this research the amount of men is significantly lower than amount of female (men 17.90%, female 81.30%) so the result can be coincidence. In addition, in fist step of analysis, there was weak connection between prior international experience and cultural flexibility (b=0.11, p=0.8) and gender and social orientation (b= -0.9, p=0.06) but when adding personality traits to the analysis, the connection lowered and p-level become not acceptable. Regression analysis can be found in the tables below (Table 3, 4 and 5).
Table 3: Regression analysis of the personality, cultural flexibility and background variables.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
<th>Cultural flexibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b</td>
</tr>
<tr>
<td>Gender</td>
<td>-0,02</td>
<td>-0,55</td>
</tr>
<tr>
<td>Language skills</td>
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<td>0,05</td>
</tr>
<tr>
<td>Length</td>
<td>0,01</td>
<td>1,13</td>
</tr>
<tr>
<td>Relationship status</td>
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<td>0,54</td>
</tr>
<tr>
<td>Prior international experience</td>
<td>0,11*</td>
<td>1,77</td>
</tr>
<tr>
<td>Extraversion</td>
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<td>1,78</td>
</tr>
<tr>
<td>Agreeableness</td>
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<td>1,37</td>
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<tr>
<td>Consciousness</td>
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<td>0,04</td>
</tr>
<tr>
<td>Neuroticism</td>
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<td>-1,05</td>
</tr>
<tr>
<td>Openness to experience</td>
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<td>0,35</td>
</tr>
<tr>
<td>R2</td>
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<td>0,14</td>
</tr>
<tr>
<td>Adjusted R2</td>
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<td>0,05</td>
</tr>
<tr>
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<td>1,64</td>
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<tr>
<td>df</td>
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<td>10</td>
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<tr>
<td>N</td>
<td>112</td>
<td>112</td>
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</tbody>
</table>

*p<0,1 (0,8)

Table 4: Regression analysis of the personality, social orientation and background variables.

<table>
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<th>Independent variables</th>
<th>Dependent variable</th>
<th>Social orientation</th>
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</thead>
<tbody>
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<tr>
<td>Length</td>
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<td>Relationship status</td>
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<tr>
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<td>1,37</td>
</tr>
<tr>
<td>Extraversion</td>
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<td>0,00</td>
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<tr>
<td>Agreeableness</td>
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<td>0,00</td>
</tr>
<tr>
<td>Consciousness</td>
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<td>0,00</td>
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<tr>
<td>Neuroticism</td>
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<td>0,00</td>
</tr>
<tr>
<td>Openness to experience</td>
<td>0</td>
<td>0,00</td>
</tr>
<tr>
<td>R2</td>
<td>0,05</td>
<td>0,20</td>
</tr>
<tr>
<td>Adjusted R2</td>
<td>0,01</td>
<td>0,12</td>
</tr>
<tr>
<td>F</td>
<td>1,17</td>
<td>2,54</td>
</tr>
<tr>
<td>df</td>
<td>5</td>
<td>10,00</td>
</tr>
<tr>
<td>N</td>
<td>112</td>
<td>112,00</td>
</tr>
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</table>

*p=0,06
Table 5: Regression analysis of the personality, ethnocentricity and background variables.

<table>
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<th>Independent variables</th>
<th>Dependent variable</th>
<th>Ethnocentricity</th>
</tr>
</thead>
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<td>0.06</td>
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<td>0.56</td>
</tr>
<tr>
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</tr>
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<td>0.03</td>
</tr>
<tr>
<td>Prior international experience</td>
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<td>0.22</td>
</tr>
<tr>
<td>Extraversion</td>
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<td>1.21</td>
</tr>
<tr>
<td>Agreeableness</td>
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<td>2.56</td>
</tr>
<tr>
<td>Consciousness</td>
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<td>0.59</td>
</tr>
<tr>
<td>Neuroricism</td>
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</tr>
<tr>
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<td>0.59</td>
</tr>
<tr>
<td>R2</td>
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<td>0.21</td>
</tr>
<tr>
<td>Adjusted R2</td>
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<td>2.7</td>
</tr>
<tr>
<td>F</td>
<td>5</td>
<td>112</td>
</tr>
<tr>
<td>df</td>
<td>10</td>
<td>112</td>
</tr>
</tbody>
</table>

5.1.2 Adjustment score

It was not possible to find connections between personality traits and adjustment through Black’s personal dimensions of adjustment. In this chapter the relationship of personality traits and adjustment is investigated by comparing straightly the personality traits to adjustment score. In the table below (table 6), there is means, standard deviation and correlations of the background variables, big five personality traits, results and conflicts. The numbers on an orange background are the new results and others are the same than in the table 1.
Table 6: Correlation matrix of the personality traits, adjustment score and background variables.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
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<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
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<td>-0.10</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td><strong>Language skills</strong></td>
<td>0.39</td>
<td>0.26</td>
<td>0.13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Length</strong></td>
<td>2.99</td>
<td>0.13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Relationship status</strong></td>
<td>0.67</td>
<td>0.15</td>
<td>-0.01</td>
<td>0.03</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Prior international experience</strong></td>
<td>0.68</td>
<td>0.14</td>
<td>0.17</td>
<td>0.02</td>
<td>-0.14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Visited Latin-America before</strong></td>
<td>0.28</td>
<td>0.11</td>
<td>0.31</td>
<td>0.03</td>
<td>-0.11</td>
<td>0.16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Visited country before</strong></td>
<td>0.11</td>
<td>0.51</td>
<td>0.31</td>
<td>0.08</td>
<td>0.07</td>
<td>0.02</td>
<td>0.10</td>
<td>0.24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Information collected beforehand</strong></td>
<td>0.48</td>
<td>0.25</td>
<td>0.09</td>
<td>0.20</td>
<td>-0.24</td>
<td>0.10</td>
<td>0.18</td>
<td>0.35</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Extraversion</strong></td>
<td>0.66</td>
<td>0.26</td>
<td>0.17</td>
<td>-0.86</td>
<td>0.02</td>
<td>-0.05</td>
<td>0.32</td>
<td>0.06</td>
<td>-0.14</td>
<td>-0.10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Agreement</strong></td>
<td>0.59</td>
<td>0.19</td>
<td>-0.09</td>
<td>0.12</td>
<td>-0.06</td>
<td>0.11</td>
<td>0.06</td>
<td>-0.09</td>
<td>-0.01</td>
<td>-0.08</td>
<td>0.13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Consciousness</strong></td>
<td>0.41</td>
<td>0.23</td>
<td>0.02</td>
<td>-0.22</td>
<td>-0.05</td>
<td>0.14</td>
<td>0.09</td>
<td>-0.08</td>
<td>-0.02</td>
<td>0.06</td>
<td>0.15</td>
<td>-0.21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Neuroticism</strong></td>
<td>0.38</td>
<td>0.23</td>
<td>0.09</td>
<td>-0.95</td>
<td>-0.07</td>
<td>-0.07</td>
<td>-0.14</td>
<td>-0.03</td>
<td>0.07</td>
<td>-0.10</td>
<td>-0.40</td>
<td>-0.19</td>
<td>-0.36</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Openness to experience</strong></td>
<td>0.59</td>
<td>0.25</td>
<td>-0.01</td>
<td>0.10</td>
<td>0.05</td>
<td>0.02</td>
<td>0.09</td>
<td>-0.05</td>
<td>0.06</td>
<td>0.12</td>
<td>0.18</td>
<td>-0.24</td>
<td>-0.26</td>
<td>0.12</td>
<td></td>
</tr>
<tr>
<td><strong>Attention</strong></td>
<td>0.78</td>
<td>0.15</td>
<td>-0.03</td>
<td>0.02</td>
<td>0.05</td>
<td>0.03</td>
<td>0.05</td>
<td>-0.02</td>
<td>-0.01</td>
<td>-0.03</td>
<td>0.18</td>
<td>0.36</td>
<td>0.14</td>
<td>-0.21</td>
<td>-0.01</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>0.75</td>
<td>0.18</td>
<td>0.02</td>
<td>0.05</td>
<td>-0.04</td>
<td>-0.08</td>
<td>0.22</td>
<td>0.02</td>
<td>0.05</td>
<td>0.02</td>
<td>0.04</td>
<td>0.12</td>
<td>0.17</td>
<td>-0.03</td>
<td>-0.14</td>
</tr>
<tr>
<td><strong>Conflicts</strong></td>
<td>0.08</td>
<td>0.14</td>
<td>0.00</td>
<td>0.03</td>
<td>0.11</td>
<td>-0.13</td>
<td>0.15</td>
<td>0.13</td>
<td>0.07</td>
<td>0.15</td>
<td>0.06</td>
<td>-0.20</td>
<td>-0.21</td>
<td>0.15</td>
<td>-0.05</td>
</tr>
</tbody>
</table>

Notes:
- Gender and relationship status are dummy variables.
- Correlation is significant at the level: (two-tailed)
  - * p<0.05
  - ** p<0.01
  - *** p<0.001

Men = 0, Women = 1
Single = 0, In a relationship = 1
The correlations between personality traits and adjustment were not found in this way either, except a weak negative correlation between neuroticism and adjustment (r= -0.21, p<0.05). Other connections that were found is a weak correlation between extraversion and prior international experience (r=0.32, p<0.001) indicating that individuals with high extraversion have more international experience than persons with lower level of extraversion. It is not a surprise, since “adventure seeking” is one subclass of extraversion. Then there are a weak positive correlation with language skills and consciousness (r=0.22, p<0.05) and weak negative correlation between conflicts and consciousness (r= -0.21, p<0.05). In addition, there were correlations between different personality traits, which are, however, not focus on this research.

In regression analysis (table 7) the relation between neuroticism and adjustment does not exist anymore. Based on regression analysis, there is no connection between adjustment and background variables nor adjustment and personality traits. The results are not supporting the hypothesis.

Table 7: Regression analysis of the personality, adjustment score and background variables.
5.2 **Relationship between classes**

The linear relationship between adjustment and personality traits were not found. In this chapter the relationship of the personality traits to adjustment is analyzed by comparing the classes of the personality traits. In order to do that, the personality traits are divided into classes that are *low*, *average* and *high*. The low –class includes scores from 0 to 32, average –class from 33 to 66 and high –class has the scores from 67 to 100. Similarly than in the chapter 5.1, first the relationship between personality trait classes and Black’s personal dimensions of adjustment will be evaluated. Only the personal dimensions, that had the correlation to adjustment in the regression analysis in the last chapter, will be analyzed. The second part of this chapter will be the investigation of the relationship of the personality trait classes straightly to the score of adjustment.

5.2.1 **Black’s personal dimensions of adjustment**

The first table (table 8) presents the mean, standard deviation and sample size of the three personal dimensions of adjustment that are part of the investigation.

**Table 8: The mean, standard deviation and sample size.**

<table>
<thead>
<tr>
<th></th>
<th>Cultural flexibility</th>
<th>Social orientation</th>
<th>Ethnocentricity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>0.74</td>
<td>0.74</td>
<td>0.44</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.15</td>
<td>0.19</td>
<td>0.17</td>
</tr>
<tr>
<td>N</td>
<td>112</td>
<td>112</td>
<td>112</td>
</tr>
</tbody>
</table>

The average value in cultural flexibility in all of the subject group was 0.74 (sd= 0.15, n= 112), in social orientation 0.74 (sd= 0.19, n= 112) and in ethnocentricity 0.44 (sd= 0.17, n= 112). The relationship between the classes of extraversion and the dimensions of adjustment is investigated next. The mean, standard deviation, sample sizes and p-values are presented in the table (table 9) below.
The results show that extraversion had influence on cultural flexibility and social orientation, but it did not have connection with ethnocentrism. The cultural flexibility was higher in the expatriates who scored high in extraversion. In case of the extraversion was low, the average cultural flexibility score was 0.69 (sd= 13, n= 23) and in case of the average level of extraversion the average of cultural flexibility was only a bit higher, 0.71 (sd= 0.16, n= 48) while in the high class of the extraversion the average of cultural flexibility was 0.81 (sd= 0.11, n= 41). The results are statistically significant (p-value < 0.001).

In social orientation, the mean was only 0.60 (sd= 0.19, n= 23) in the expatriates who were in low class in extraversion. The average class of extraversion had 0.75 in social orientation (sd= 0.17, n= 48) and the high class the value was 0.80 (sd= 0.16, n= 41) The results are statistically significant (p-value < 0.0001). In the ethnocentricty, the differences between the different classes of extraversion did not had great differences
and the p-value was not inside the accepted frames which means that the results are not statistically significant but are probably caused by coincidence.

In case of cultural flexibility, it is not meaningful to evaluate the relationship as combined classes since the mean of low and average classes has only 0,02 difference while the high-class’s cultural flexibility score is 0,10 and 0,12 higher. From those values it can be seen already that only the high level of extraversion is enough to achieve benefits. In social orientation, however, the difference between average and high class is small, 0,05, while the difference to low class is significant: 0,15 with average -class and 0,20 with high -class. Therefore, the classes can be evaluated together.

The table below (table 10) presents the mean, standard deviation, sample sizes and p-values of social orientation in case of low level of extraversion and combined average and high level of extraversion.

**Table 10: Combined classes of extraversion and social orientation**

<table>
<thead>
<tr>
<th>Extraversion</th>
<th>Social orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Mean</td>
<td>0,60</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0,19</td>
</tr>
<tr>
<td>N</td>
<td>23</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt; 0,0001</td>
</tr>
</tbody>
</table>

The average score of social orientation in low level of extraversion is 0,60 (sd= 0,19, n= 23) and in the combined average and high class it is 0,78 (sd= 0,17, n= 89). The results are statistically significant (p-value > 0,0001). The results mean that when expatriate’s level of extraversion is at least average, the score of social orientation is higher which leads benefits in adjustment.
As a summary, the empirical findings show that extraversion affects on adjustment through the personal dimensions of cultural flexibility and social orientation. In social orientation, only the high level of extraversion was enough in order to achieve higher scores and consequently reach benefits in adjustment, which partially support the hypothesis 1. In cultural flexibility also the average level of extraversion was enough in order to score higher in cultural flexibility and consequently adjust better, which is supporting the hypothesis 1. Ethnocentricity did not have relationship with extraversion, which is not supporting to hypothesis. However, one personality trait does not have to have relationship with all of the personal dimensions of adjustment in order to increase the ability to adjust.

The next table (Table 11) presents the mean, standard deviation, sample size and p-value in the classes of agreeableness and three selected personal dimensions of adjustment.

**Table 11: Agreeableness and dimensions of adjustment**
The connections between agreeableness and the personal dimensions of adjustment can be found. In ethnocentricity the connection is strongest. When measuring the ethnocentricity, should be remembered that it affects negatively on adjustment and accordingly the value is best for the adjustment when it is as lowest as possible. The results show that the expatriates whose agreeableness was low, the mean of ethnocentricity was 0.57 (sd= 0.13, n= 5) while it was 0.46 (sd= 0.17, n= 70) in the expatriates whose agreeableness was average. The high class of agreeableness had 0.39 in ethnocentricity (sd= 0.16, n= 37.) The results were statistically significant (p-value > 0.05). Therefore, when the agreeableness is in average or high level, the ethnocentricity is lower which forecast better results in adjustment.

In cultural flexibility the low level of agreeableness the mean was 0.67 (sd= 0.08, n=5), when in average level it was 0.72 (sd=0.15, n= 72) and high level 0.78 (sd= 0.14, n= 37). The results are not statistically fully significant since the p-value is 0.07 that is higher than the normally used limit 0.05. However, since the difference is not much, the results can be taken into consideration having in mind that the probability that the results are caused by an error or coincidence is higher than in the results that has p-value under 0.05.

In social orientation, the mean in low level of agreeableness was 0.63 (sd=0.24, n= 5), in average level 0.72 (sd= 0.20, n= 70) and in high level 0.79 (sd= 0.14, n= 37). Accordingly, the social orientation was higher when the expatriate's has average or high agreeableness. The p-value was 0.07 so the situation with statistically significance is the same than with cultural flexibility, which is that the results has higher probability to be caused by an error or coincidence.

The low class of agreeableness includes only five subjects. Therefore, it is not purposeful to combine classes since the combination coming from hypothesis would be average and high class together when it would include 107 subjects and the low class would still have only the 5 subjects. The empirical data of this research does not allow investigate the results in case of combined classes of agreeableness.
As a summary, agreeableness had relationship with cultural flexibility, social orientation and ethnocentricity and the high and average levels increased the scores of cultural flexibility and social orientation and decreased the scores of ethnocentricity. The results are supporting the hypothesis 2. However, in the low class of agreeableness, there were only five subject persons and therefore it was not possible to investigate the differences between the low class and the combination of the high and average classes. The assumption that average level of agreeableness is enough to increase adjustment is not possible to reliably prove. Also the p-values in measurements of cultural flexibility and social orientation were higher than 0,05 so the results cannot be considered in full statistically significance but there is probability to error. However, the connection between ethnocentricity and agreeableness was statistically significant and therefore the empirical investigation proved that the high level of agreeableness increase adjustment in Latin America. The average level might increase adjustment too, but in order to prove that, the comparison group, the low level group, should be larger than 5 persons. As a whole, the results are only partially supporting hypothesis 2 because with existing empirical data not all of the results can be proved with a full confidence.

The table 12 present the means, standard deviations, sample sizes and p-values of the classes of conscientiousness in the three personal dimensions of adjustment.
Table 12: Conscientiousness and dimensions of adjustment

<table>
<thead>
<tr>
<th></th>
<th>Cultural flexibility</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Average</td>
<td>High</td>
</tr>
<tr>
<td>Mean</td>
<td>0.74</td>
<td>0.72</td>
<td>0.79</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.13</td>
<td>0.16</td>
<td>0.15</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>46</td>
<td>21</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|                               | Social orientation   |         |         |
|                               | Low                  | Average | High    |
| Mean                          | 0.72                 | 0.75    | 0.76    |
| Standard deviation            | 0.20                 | 0.18    | 0.15    |
| N                             | 45                   | 46      | 21      |
| P-value                       | Not acceptable       |         |         |

|                               | Ethnocentricity      |         |         |
|                               | Low                  | Average | High    |
| Mean                          | 0.42                 | 0.42    | 0.52    |
| Standard deviation            | 0.17                 | 0.17    | 0.15    |
| N                             | 45                   | 46      | 21      |
| P-value                       | < 0.05               |         |         |

Only the ethnocentricity had relationship with conscientiousness. The mean of ethnocentricity was the same 0.42 in low (sd= 0.17, n= 45) and average (sd= 0.17, n= 0.46) conscientiousness while in high class of consciousness the mean was 0.52 (sd= 0.15, n= 21). The results are statistically significant (p-value > 0.05). The results mean that the expatriates whose consciousness was low or average, the ethnocentricity was lower, which increase the ability to adjust.

The table below (table 13) shows the means, standard deviations, sample sizes and p-value of the combined classes of conscientiousness in ethnocentricity.
Table 13: Combined classes of conscientiousness and ethnocentricity.

<table>
<thead>
<tr>
<th></th>
<th>Ethnocentricity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low + Average</td>
</tr>
<tr>
<td>Mean</td>
<td>0,42</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0,17</td>
</tr>
<tr>
<td>N</td>
<td>91</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt; 0,05</td>
</tr>
</tbody>
</table>

In combined class of low and average in conscientiousness, the mean in ethnocentricity was 0,42 (sd= 0,17, n= 91) and in high class of conscientiousness it was 0,52 (sd= 0,15, n= 21). The results are statistically significant (p-value > 0,05). The results indicates that expatriates whose conscientiousness was average or lower, the ethnocentricity in Latin America is lower, which benefits the adjustment. The results are supporting the hypothesis 3.

The table 14 presents the means, standard deviations, sample sizes and p-values of the classes of neuroticism in personal three dimensions of adjustment.
Table 14: Neuroticism and dimensions of adjustment.

<table>
<thead>
<tr>
<th>Neuroticism</th>
<th>Cultural flexibility</th>
<th>Social orientation</th>
<th>Ethnocentricity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Average</td>
<td>High</td>
</tr>
<tr>
<td>Mean</td>
<td>0,77</td>
<td>0,73</td>
<td>0,68</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0,15</td>
<td>0,14</td>
<td>0,14</td>
</tr>
<tr>
<td>N</td>
<td>53</td>
<td>43</td>
<td>16</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt; 0,1 (0,08)</td>
<td>Not acceptable</td>
<td></td>
</tr>
</tbody>
</table>

Neuroticism had connection with social orientation and cultural flexibility. With the ethnocentricity there was no relationship. In cultural flexibility, the mean of low level of neuroticism was 0,77 (sd= 0,15, n= 53), the average level 0,73 (sd= 0,14, n= 43) and high level 0,68 (sd= 0,14, n= 16). The results indicates that persons with low level of neuroticism scored higher in cultural flexibility than persons with average or low of neuroticism and persons with average level of neuroticism have higher scores of cultural flexibility than the ones who has high level of neuroticism. The results are not statistically fully significant since the p-value is 0,08 and higher than the normally used limit 0,05. Therefore, the results can be considered but the higher possibility of coincidence should have taken into account.

In social orientation, the mean in low level of neuroticism had 0,79 (sd= 0,16, n= 53), in average level 0,70 (sd= 0,20, n= 43) and in high level 0,68 (sd= 0,20, n= 16). The
results are statistically significant (p-value > 0.05). The results indicate that the persons who has low level of neuroticism, scores higher in social orientation and therefore has better ability to adjust. Persons with average level of neuroticism scored a bit higher, 0.02 scores, in social orientation but the difference is not significant.

In neuroticism, the combined classes based on hypothesis would be average and low together. Since in social orientation the mean is almost the same between average and high classes of neuroticism, it is not purposeful to investigate the relationship by combining low and average classes. From the results it can be seen that the average level of neuroticism is not enough to offer great benefits in adjustment and therefore only the low level of neuroticism increase the ability to adjust. However, the cultural flexibility can be investigated in combined classes. The table below (table 15) presents the results.

Table 15: Combined classes of neuroticism and cultural flexibility

<table>
<thead>
<tr>
<th></th>
<th>Low + Average</th>
<th>Average</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Neuroticism</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural flexibility</td>
<td>Mean</td>
<td>0.75</td>
<td>0.68</td>
</tr>
<tr>
<td></td>
<td>Standard deviation</td>
<td>0.15</td>
<td>0.14</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>96</td>
<td>16</td>
</tr>
<tr>
<td><strong>P-value</strong></td>
<td></td>
<td>&lt; 0.1 (0.06)</td>
<td></td>
</tr>
</tbody>
</table>

The mean in cultural flexibility was 0.75 (sd= 0.15, n= 96) in the combined low and average classes of neuroticism while in high level of neuroticism it was lower, 0.68 (sd= 0.14, n= 16). The p-value was lower than when investigating the relationship in separated classes, which makes the results more trustful. However, the results are not fully statistically significant since the p-value is now 0.06 while the accepted borderline is normally < 0.05. Based on the results it can be said in limited confidence that if the neuroticism is maximum average, the cultural flexibility scores are higher and the ability to adjust is greater.
The results are partially supporting hypothesis 4. Only the low level of neuroticism was connected to higher scores in social orientation while average level did not have great differences in the scores of social orientation compared to high level of neuroticism. In cultural flexibility the results are supporting the hypothesis 4 and the average level was enough in order to reach higher scores in cultural flexibility. However, the p-value was 0.06 while the borderline to statistically significance is < 0.05, which have to be taken into account when considering the results. As a whole, the results are partially supporting the hypothesis 4.

The table 16 represents the means, standard deviations, sample sizes and p-values of classes of openness to experience in three personal dimensions of adjustment.

**Table 16: Openness to experience and dimensions of adjustment.**

<table>
<thead>
<tr>
<th>Openness to experience</th>
<th>Cultural flexibility</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>0.71</td>
<td>0.75</td>
</tr>
<tr>
<td>Mean</td>
<td>Standard deviation</td>
<td>0.16</td>
<td>0.14</td>
</tr>
<tr>
<td>N</td>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
</tr>
</tbody>
</table>

| Social orientation     | Low                  | 0.73 | 0.70 | 0.78 |
| Standard deviation     | 0.16 | 0.22 | 0.15 |
| N                      | P-value              | < 0.1 (0.08) |

| Ethnocentricity        | Low                  | 0.52 | 0.42 | 0.44 |
| Standard deviation     | 0.14 | 0.16 | 0.18 |
| N                      | P-value              | < 0.1 (0.7) |

The results show that there is connection between openness to experience and social orientation and ethnocentricity. Openness to experience does not influence on cultural
flexibility. The results in social orientation are not clear and not in line with expectations. The mean in low level of openness to experience was 0.73 (sd= 0.16, n= 18), while surprisingly in average level it is lower, 0.70 (sd= 0.22, n= 46) and in high level the mean increases again to 0.78 (sd= 0.15, n= 48). The p-value is 0.08 that is higher than the generally accepted borderline < 0.05. Therefore, the unacceptable results in social orientation in case of average class of openness to experience can be caused by an error or coincidence.

In ethnocentrivity the mean in low level of openness to experience was 0.52 (sd= 0.14, n= 18) and in average level 0.42 (sd= 0.16, n= 46) and inconsistently in high level it was a bit higher 0.44 (sd= 0.18, n= 48). The results are not fully statistically significant since the p-value is 0.07 and higher than > 0.05, which can also be the reason behind the inconsistent values of the mean of ethnocentrivity.

Based on the hypothesis, the combined classes should be average and high together. In case of social orientation, it is not purposeful to combine those classes since the means were not consistent but the average class has the lowest mean in social orientation. However, cultural flexibility and ethnocentrivity can be evaluated in combined classes and the results are presented in table below (table 17).

**Table 17: Combined classes of openness to experience and cultural flexibility and ethnocentrivity.**

<table>
<thead>
<tr>
<th>Openness to experience</th>
<th>Cultural flexibility</th>
<th>Ethnocentrivity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Average + High</td>
</tr>
<tr>
<td>Mean</td>
<td>0.71</td>
<td>0.75</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.16</td>
<td>0.15</td>
</tr>
<tr>
<td>N</td>
<td>18</td>
<td>94</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>Average + High</td>
</tr>
<tr>
<td>Mean</td>
<td>0.52</td>
<td>0.42</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.18</td>
<td>0.17</td>
</tr>
<tr>
<td>N</td>
<td>18</td>
<td>94</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt; 0.05</td>
<td></td>
</tr>
</tbody>
</table>
The openness to experience still did not have influence on cultural flexibility. With ethnocentricty, however, it has relationship and the relationship was statistically significant (p-value > 0.05) and therefore the results are more trustful than the results in case of separated classes. The mean in persons who has low level of openness to experience was 0.52 (sd= 0.18, n= 18) while in persons whose openness to experience was at least average, the mean in ethnocentricty was 0.42 (sd= 0.17, n= 94). The results indicate that when a person has at least average scores of openness to experience, his or her ethnocentricty is lower in Latin America, which leads that he or she is able to adjust better.

As a summary, the empirical finding are supporting hypothesis 5. Openness to experience had relationship with ethnocentricty and an expatriate who had at least average level of openness to experience scores lower in ethnocentricty, which proved to increase adjustment.

Based on the analysis between the classes of the personality traits and Black’s personal dimensions of adjustment that earlier in this research proved to affect on adjustment, following findings were made: hypothesis 4 and 5 was supported and hypothesis 1, 2 and 3 was partially supported.

5.2.2 Adjustment score

In this chapter the relationship of the classes of the personality traits and adjustment measured by scores is investigated. In the table below (table 18) the adjustment is investigated through classes in case of each personality trait.
Table 18: Personality traits and adjustment.

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Average</td>
</tr>
<tr>
<td>Mean</td>
<td>0.78</td>
<td>0.78</td>
<td>0.82</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.15</td>
<td>0.16</td>
<td>0.11</td>
</tr>
<tr>
<td>N</td>
<td>112</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extraversio</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Average</td>
</tr>
<tr>
<td>Mean</td>
<td>0.72</td>
<td>0.78</td>
<td>0.82</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.15</td>
<td>0.16</td>
<td>0.11</td>
</tr>
<tr>
<td>N</td>
<td>23</td>
<td>48</td>
<td>41</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt; 0.05</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreeableness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Average</td>
</tr>
<tr>
<td>Mean</td>
<td>0.75</td>
<td>0.77</td>
<td>0.82</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.13</td>
<td>0.16</td>
<td>0.11</td>
</tr>
<tr>
<td>N</td>
<td>5</td>
<td>70</td>
<td>37</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conscientiousness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Average</td>
</tr>
<tr>
<td>Mean</td>
<td>0.78</td>
<td>0.79</td>
<td>0.80</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.14</td>
<td>0.15</td>
<td>0.14</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>46</td>
<td>21</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neuroticism</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Average</td>
</tr>
<tr>
<td>Mean</td>
<td>0.80</td>
<td>0.80</td>
<td>0.70</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.13</td>
<td>0.15</td>
<td>0.18</td>
</tr>
<tr>
<td>N</td>
<td>53</td>
<td>43</td>
<td>16</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt; 0.05</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Openness to experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Average</td>
</tr>
<tr>
<td>Mean</td>
<td>0.78</td>
<td>0.81</td>
<td>0.76</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.14</td>
<td>0.14</td>
<td>0.16</td>
</tr>
<tr>
<td>N</td>
<td>18</td>
<td>46</td>
<td>48</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The results show that the subject's level of extraversion and neuroticism have influenced to the level of adjustment. The average adjustment in low level of extraversion was 0.72 (sd= 0,14, n=23), in average level 0.78 (sd= 0,16, n=48) and in high level 0.82 (sd= 0,11, n=41). The differences between the classes were statistically significant with p-value <0,05. The average adjustment in low level of neuroticism was 0,80 (sd= 0,13, n= 53), in average level 0,80 (sd= 0,15, n= 43) and in high level 0,70 (sd=0,18, n= 16). The results were statistically significant with p-value <0,05. Other classes of the personality traits did not have statistically significant relationship with adjustment.

The table below (table 19) presents the influence of the level of personality to adjustment when some of the classes are combined. The classes are formed based on the hypothesis. However, it was no meaningful to investigate the agreeableness as combined classes since based on the hypothesis the classes would have been low and the combined class of average and high, but the sample size of the low-class was only 5 while average and high –class it would have been 107. The trait openness to experience was researched in two different scenarios, in combined classes of low and average compared to high –class and low –class compared to combined class of average and high because of the surprising results from openness to experience and adjustment, where the high level of openness to experience had the lowest scores of adjustment, which was the opposite than the assumption made in hypothesis.
Table 19: Combined personality trait classes and adjustment

<table>
<thead>
<tr>
<th>Extraversion</th>
<th>Low</th>
<th>Average / High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>0.72</td>
<td>0.8</td>
</tr>
<tr>
<td>SD</td>
<td>0.15</td>
<td>0.14</td>
</tr>
<tr>
<td>N</td>
<td>23</td>
<td>89</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt;0.05</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conscientiousness</th>
<th>Low / Average</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>0.78</td>
<td>0.80</td>
</tr>
<tr>
<td>SD</td>
<td>0.15</td>
<td>0.14</td>
</tr>
<tr>
<td>N</td>
<td>91</td>
<td>21.00</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Neuroticism</th>
<th>Low / Average</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>0.80</td>
<td>0.70</td>
</tr>
<tr>
<td>SD</td>
<td>0.14</td>
<td>0.18</td>
</tr>
<tr>
<td>N</td>
<td>96</td>
<td>16</td>
</tr>
<tr>
<td>P-value</td>
<td>&lt;0.05</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Openness to experience</th>
<th>Low</th>
<th>Average / High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>0.78</td>
<td>0.79</td>
</tr>
<tr>
<td>SD</td>
<td>0.14</td>
<td>0.15</td>
</tr>
<tr>
<td>N</td>
<td>18</td>
<td>94</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Openness to experience</th>
<th>Low</th>
<th>Average / High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>0.80</td>
<td>0.76</td>
</tr>
<tr>
<td>SD</td>
<td>0.14</td>
<td>0.16</td>
</tr>
<tr>
<td>N</td>
<td>64</td>
<td>48</td>
</tr>
<tr>
<td>P-value</td>
<td>Not acceptable</td>
<td></td>
</tr>
</tbody>
</table>

The results show that the subjects whose extraversion levels were average or high had the adjustment score of 0.80 (sd= 0.14, n=89) when the subjects with low level of extraversion had only 0.72 scores of adjustment (sd= 0.15, n=23). The results were statistically significant with p-value < 0.05.
The responders with low or average level of neuroticism had 0.80 scores of adjustment (sd= 0.14, n= 96) while responders who scored high in neuroticism had only 0.70 scores of adjustment (sd= 0.18, n= 16). The results were statistically significant with p-value of > 0.05. Other traits did not have statistically significant results.

The empirical finding of this chapter are supporting the hypothesis 1 and 4 indicating that the extraversion and neuroticism influenced on adjustment and when the extraversion level is at least average the adjustment increases and when the neuroticism level is maximum average the adjustment increases. Support for hypothesis 2, 3, 5 was not found.

The results of the personality’s relationship to adjustment are not in line when considering the adjustment as the Black’s personal dimensions of adjustment and as the actual score of adjustment. The comparison of the traits and actual score of adjustment gave support only for the hypothesis 1 and 4 while the comparison between black’s personal dimensions of adjustment and personality traits, the hypothesis 4 and 5 was supported and 1, 2 and 3 partially supported.
6 DISCUSSION AND CONCLUSIONS

6.1 Findings and discussion

The aim of this research was to find out "What is the relationship of the personality traits to expatriate adjustment in Latin America?". In order to get the respond, four following aspects were investigates: "Are the Black's personal dimensions of adjustment related to adjustment also in Latin America?" "Is there a linear relationship between the personality traits and adjustment?", "Is there a relationship between the classes of the personality traits and adjustment?", "Are the personality traits that influenced on adjustment in Latin America the same ones that influenced on adjustment in other areas?"

Five hypotheses were made to research the personality's influence on adjustment. They were followings:

Hypothesis 1: Extraversion influences on adjustment and high and average levels of extraversion increase adjustment in Latin America.

Hypothesis 2: Agreeableness influences on adjustment and high and average levels of agreeableness increase adjustment in Latin America.

Hypothesis 3: Conscientiousness influences on adjustment and low and average levels of conscientiousness increase adjustment in Latin America.

Hypothesis 4: Neuroticism influences on adjustment and low and average levels of neuroticism increase adjustment in Latin America.

Hypothesis 5: Openness to experience influences on adjustment and high and average levels of openness to experience increase adjustment in Latin America.
First the four sub questions will considered based on empirical findings made in this research. Then the hypothesis will be evaluated and lastly the answer for the research question will be presented.

Are the Black's personal dimensions of adjustment related to adjustment also in Latin America?

The empirical findings showed a connection between some of the Black's personal dimensions of adjustment and adjustment. Cultural flexibility, social orientation and ethnocentricity had correlation with adjustment in Latin America. The results indicates that the higher the cultural flexibility and social orientation scores was, the higher was the score of adjustment. In ethnocentricity the correlation was negative and the lower the ethnocentricity score was, the higher was adjustment score. Willingness to communicate and conflict resolution orientation did not have correlation with adjustment.

The results are not fully supporting the empirical research of Black (1990) where he proved that there is a correlation between all of the personal dimensions of adjustment and adjustment, except ethnocentricity. He did not agree that the ethnocentricity does not influence on adjustment but the subject has to be researched with larger sample size and more specific ethnocentricity scale.

The differences between the results from this research and Black's study can be caused by several reasons. In the point of view of the contingency approach and cultural fit proposition, the different environment and nationalities can cause the inconsistent results. Black researched Japanese expatriates in United States while this research investigates adjustment in totally different cultural environment and with expatriates from different cultural background. The personal dimensions that were related to adjustment in United States in case of Japanese expatriates might not be related to adjustment in Latin America and or with Finnish expatriates. On the other words, the willingness to communicate and conflict resolution orientation could have related to adjustment in other environment but in the Latin America those aspect might not have influence on adjustment.
Other explanation is that the different manners to calculate the correlations. Black used different control variables than what was used in this research. He controlled the individual differences of training, previous overseas experience, time in host country, organization level and education level while in this research the gender, relationship status, language skills, previous international experience and duration of the abroad period was controlled. In both studies, this and Black’s, the personal dimensions of adjustments had correlation to adjustment when measuring the correlation between only two variables, but in this research the correlation between adjustment and willingness to communicate and conflict resolution orientation was not existing anymore in regression analysis, which controls the background variables. For example the language skills might increase an expatriate’s scores in willingness to communicate and conflict resolution orientation since they are both closely related to communication with locals.

The third explanation is that the determination of the personal dimensions of adjustment and or adjustment caused the differences. The personal dimensions of adjustment are determined based on the same researches but the questions to measure them were not exactly the same ones, neither in case of measuring the adjustment.

*Is there a linear relationship between the personality traits and adjustment?*

The linear relationship between the personality traits and adjustment was not found. Empirical findings found no linear relationship of the personality to the three personal dimensions of adjustment that was related to adjustment in Latin America. No linear relationship was found either between the personality traits and the adjustment score.

The results are in line with the previous researches if one aspect is taken into account. In the other researches the adjustment was measured as multifaceted phenomenon. The personality traits was connected to different facet of the adjustment, commonly to Black’s three dimensions of adjustment that are general living adjustment, working adjustment and interaction adjustment or close variation of the same approach (Black 1990, Huang et al. 2005, Ramulu et al. 2010). None of the researches found correlation between certain personality trait and all of the facets of the adjustment.
For example, Huang et al. (2005) found extraversion and openness to experience was related to general living adjustment, extraversion and adjustment to interaction adjustment and openness to experience to work adjustment. In this research the adjustment was investigated as a unity and based on the previous empirical results it was expected that the linear relationship between the personality traits and adjustment as a unity does not exist.

*Is there a relationship between the classes of the personality traits and adjustment?*

Since it was expected that there is no linear relationship between the adjustment and the personality traits, the relationship between the personality and adjustment was investigated by analyzing the traits as a classes based on the intensity of the each trait. The empirical findings proved that the personality traits are connected to adjustment when they are analyzed as classes.

The results, however, were slightly different when the adjustment was measured as a calculated score or as personal dimensions of adjustment. If the results would have been congruent, the same personality trait classes were connected both to adjustment score and to Black's personal dimensions of adjustment that had correlation with adjustment in this research. Now the high extraversion increased cultural flexibility and at least the average level of extraversion increased social orientation. The high level of agreeableness decreased ethnocentricity (maybe also the average level but it requires more investigation with larger sample size), the agreeableness might also have positive correlation to social orientation and cultural flexibility but the p-value was 0.07 and therefore the correlation should have be investigated again preferably with larger sample size. Average or lower level of conscientiousness decreased ethnocentricity and low neuroticism increased social orientation. Low and average neuroticism probably increase cultural flexibility but since the p-value was 0.06 more investigation is needed to ensure the connection. High openness to experience increased the social orientation and at least average level of openness to experience decreased ethnocentricity. When investigating the relationship as a personality's connection to adjustment score, the connection with adjustment was found only with
extraversion and neuroticism when neuroticism average or lower and extraversion average or higher.

Why agreeableness, conscientiousness and openness to experience had connection to personal dimensions of adjustment but not with the actual score of the adjustment then? The total level of adjustment consists on multiple factors and the personal dimensions of adjustment are only separate facets that are influencing to the adjustment score. Therefore, even if a certain personal dimensions of adjustment would be high, there can be other reasons that can decrease the total adjustment score. For example, some other personal dimensions of adjustments can be really low.

Both of the results give valuable information. The empirical data proves that persons whose extraversion is at least in average level and whose neuroticism is maximum in average level has the best ability to adjust in Latin America. The results also prove that in addition of mentioned trait classes, the high agreeableness, average or lower conscientiousness and average or high openness cause benefits in adjustment.

*Are the personality traits that influenced on adjustment in Latin America the same ones that influenced on adjustment in other areas?*

This question cannot be fully responded because there is no other research that would have investigated the adjustment in a similar manner, but the adjustment was analyzed as separated facets. However, some analyzes can be made. Especially interesting was the results that high level of conscientiousness was connected to higher level of ethnocentricity in Latin America. It means that the persons who are conscientious in high level did not respect the Latin American cultural environment as much as the persons whose conscientiousness was lower. The connection between average or low conscientiousness and ability to adjust was expected when the hypothesis was created based on the Hofstede’s cultural dimensions. In Latin America the indulgence is higher than in Finland, which means that in Latin America people’s attitude toward duty is more relaxed than in Finland. Therefore, it was assumed that persons whose conscientiousness is lower, would fit better for that kind of cultural environment. The relationship of average or low conscientiousness to adjustment probably would not
exist in all of the environments. For example number of Asian countries has really low indulgence level like Hong Kong with 17 points and China 24 points while Finland has 57 points and Latin American average was 77 points. In case of such countries, the connection with conscientiousness and ethnocentricity probably is opposite and the high level of conscientiousness is connected to lower ethnocentricity.

The hypothesis were followings: 1) Extraversion influences on adjustment and high and average levels of extraversion increase adjustment in Latin America, 2) Agreeableness influences on adjustment and high and average levels of agreeableness increase adjustment in Latin America, 3) Conscientiousness influences on adjustment and low and average levels of conscientiousness increase adjustment in Latin America, 4) Neuroticism influences on adjustment and low and average levels of neuroticism increase adjustment in Latin America and 5) Openness to experience influences on adjustment and high and average levels of openness to experience increase adjustment in Latin America.

The empirical data was supporting the hypothesis 1 and 4 and partially supporting the hypothesis 2, 3, and 5.

What is the relationship of the personality traits to expatriate adjustment in Latin America?"

The average and high level of extraversion and average or low level of neuroticism increases adjustment in Latin America. In addition high level of agreeableness, low or average levels of conscientiousness and average or high levels of openness to experience are beneficial personal qualities when adjusting in Latin America. The agreeableness should be investigated more in order to find out which personal dimensions of adjustment it has connection and if the average level of agreeableness is enough to offer benefits in adjustment.
6.2 Managerial implementations

6.2.1 Analyze an environment

The environment makes the difference. In decision making the managers should consider where the overseas assignment is located and how the culture there is related to expatriate's home culture. The Hofstede's (2010) collections from cultural dimensions of different countries are efficient tools to compare cultures. When the differences between cultures have evaluated, the managers can consider which kind of personality qualities would fit in that kind of environment. For example in Latin America, where the attitude toward duty is more relaxed than in Finland, the subject persons whose conscientiousness was average or lower could respect the cultural differences more than the persons who were high in conscientiousness. Nevertheless, traditionally managers consider high conscientiousness as the most important dimension in expatriate selection (Ones & Viswesvaran 1999). Even if in some environment the high conscientiousness would have benefits, the empirical data of this research did not prove that conscientiousness would increase adjustment. Probably the reason is that the high conscientiousness could increase the attitude and motivation toward achieving good results but in environment like Latin America the high conscientiousness also makes Finnish persons frustrated and decrease their well being because the duty is not valued as much as they would want. Therefore, based on the results of this research, it is not purposeful to assume that certain personality traits automatically offers benefits, but the environmental has to be analyzed before making assumptions.

In addition of considering the connection between the host country's culture and expatriate's culture and personality, there is one more thing to take into account. The country that is culturally near to expatriate's culture might not be easier in terms of adjustment. When the country is culturally similar than expatriate's own culture, the adjustment is often expected to be easy. Then, when the cultural differences and difficulties to adjustment occurs, the high amount of frustration is experienced (Selmer & Shiu 1999). In addition, there is a speculations that when the expatriate's origin culture is really far from host country's culture, the locals are treating
expatriates with higher patience than the expatriates who are coming from culturally similar country (Selmer 2002).

6.2.2 Forget the extremity

Traditionally the personality's influence is evaluated as a linear relationship where one point more or less a certain trait decrease or increase the investigated issue. However, this research proved that personality should not be evaluated in that manner. The linear relationship between the personality traits and adjustment was not found, but when the personality was analyzed as classes there was a connection.

The results showed that when considering the expatriate selection, there is no need for extremity. For example, neuroticism includes attributes that could be easily considered as a negative predictor of the adjustment and consequently the lowest possible neuroticism could be preferred. However, the results showed that the persons whose neuroticism was in the average level had exactly the same average adjustment score than the persons whose neuroticism was in the low level. The findings indicate that the high level of neuroticism decreased the ability to adjust but when the average level is reached, it is enough in order to offer good ability to adjust and the fall of the neuroticism score does not offer benefits in adjustment. The same phenomenon was proved in extraversion and the results showed that the average level of extraversion is enough to offer benefits in adjustment. In extraversion the adjustment score growth a bit when the extraversion level growth to high level, but the average level was enough to increase the ability to adjust.

6.2.3 Take care of conditions

This research gives information for managerial decision making when considering expatriate selection to overseas assignment. The evaluation of expatriate's personality is a valuable tool to minimize the probability to expatriate failure. Of course, personality is not the only affecting issue but only one part in the successful expatriate selection. Predeparture training (Black 1988, Tung 1982, Early 1987), previous international experience (Black 1988, Okpara & Kabongo 2010, Takeuchi et al. 2005,
Bhaskar & Shirinivas 2005) and organizational and educational level (Gomez-Mejia & Balkin 1987, Tung 1982) are other aspects that have been proved to affect on expatriate adjustment.

The successful expatriate selection is not enough. In order to avoid expatriate failure, managers have to offer conditions that allow expatriate to success in international assignment. Those conditions include support and preparation not only from own organization but from the host organization too (Aycan 1997).

6.3 Limitations and further research

6.3.1 Reliability, validity and limitations

The reliability of this research is taking care of carefully. The subject group was carefully selected and the requirements were very specific. Only persons whose abroad period was already finished was accepted in order to avoid the influence of the different stages of cultural shock. In addition, the abroad experience should have took place no more than 5 years ago. The survey was not publically shared but it was sent directly to the subjects in order to avoid fake responses. In order to increase the understanding of the questions, there was specific information about how to respond to the survey. Also the survey was conducted in Finnish, which was the native language of most of the responders if not all of them.

However, there are some aspects that decrease the reliability. The personality test was in English, which was not the native language of the responders. The vocabulary used in personality test was partly challenging and it is possible that some of the questions are not correctly understood especially if the dictionary was not used like it was suggested. In addition, in part one, the question number 10 was unclear and it is possible that some respondents have understood it wrong. The question was considered to remove and leave it away from analysis. In the end it was decided to take into calculations since literally the question means what it is supposed to mean.
In addition, the usage of self-reported data might lead several rating errors caused by social desirability, central tendency effect and leniency effect. Social desirability means the situation when the responder wants to give socially acceptable responds. For example, the will to spent time with other people can be evaluated higher if those of characteristics are valued in society. Central tendency effect describes the situation where the responders are not willing to answer with extreme responses but they prefer responses more in the middle. Leniency effect is tendency to gives too positive ratings. In addition of those general bias that occurs in self-reported data, the questions of most part of this research was about the past and it is possible that the responders do not remember everything correctly. However, the sample size was relatively large with 112 responders, which lower those kind of reliability risks.

The validity of the research was taking care of by creating measurements of adjustment through Black’s (1988) and his colleagues (Black & Stephen 1989, Black & Gregersen 1991) adjustment theories. He was one of the most influencing researches in the field and his theories are widely used in expatriate adjustment research (see e.g. Ramalu et al. 2010, Huang et al. 2005, Shaffer et al. 2006, Leon & Low 2004, Caligiuri 2000, Benson & Pattie 2009, Chen 2010, Kim & Slocum 2008, Okpara & Kabongo 2011, Osman-Gani & Rocktuhl 2009, Peltokorpi 2008, Puck et al. 2008, Selmer 2006a & 2006b, Stiers 2007, Takeuchi et al. 2008). The questions were carefully planned and the guidelines for scientific surveys were followed. However, the validity problems can occurs in the research question where the general adjustment score and the personal dimensions of adjustment was estimated. The scientific surveys are challenging to conduct and even the selection and order of single words can make the question difference. The author of this research is not a professional scientist so the probability of validity problems in terms of the questions have to take into account.

The validity of the personality test (120-item version of the IPIP-NEO) can be considered to be good. Even if the results are not as exacts as in official five-factor personality test (240-items NEO PI-R), the 120-item IPIP-NEO is widely used by researchers (see e.g van den Berg et al. 2008, Clifton et al. 2011, McGivney et al. 2009, McAdams et al. 2009, Lo et al. 2005, Witt et al. 2009, Whalen et al. 2007)
One limitation of the validity of this research was that the used subject persons were students or volunteer workers, not expatriates. The results might not be straightly transformed to the expatriates' situations because the conditions of those international experiences are a bit different. The abroad period is surely not similar for exchange students or volunteer workers and expatriates who are abroad to work in an organization where they are sent by their manager. For example, there are many organizational and job related issues like education level and predeparture training or job tasks that are affecting to expatriate's experience but they are not part the abroad period of exchange students or volunteer worker.

Other issue about the validity is the usage of Latin America as a one cultural area. There are arguments to support the idea that the Latin America can be measured as a cultural area based on the similar history and language. Also researchers commonly considered Latin America as an integral region (Acs & amorós 2008, Kantis et al. 2002, Peña 2006). However, the geographical area of Latin America is enormous and the countries are not copies of one another but there are differences. Further researchers are needed in order to find out weather or not the adjustment is different between the Latin American countries.

6.3.2 Future research

This research did not give direct responds about are the personality traits that increased the ability to adjust in Latin America the same ones that increase the ability to adjust in other cultural areas. Therefore, further investigations are required. In order to reach comparable results, the research should follow the assumptions of contingency approach. Accordingly, the subject group must be from a same cultural area, preferably from Finland, and they should have completed an international assignment in a same cultural area.

Also the personality traits as classes could be researched more. In terms of adjustment, it would be fruitful to investigate if there are borderlines inside the classes that limit the benefits of adjustment. For example, could benefits of a one preferred trait like extraversion change to negative if the trait grows too much? Is it possible to
find a certain borderlines that would be ideal for adjustment in certain environment, for example like 40-80 points in extraversion.

Then, since the adjustment scores were relatively high among all of the responders despite of their personality traits, it would be interesting to investigate that what is the reason that influence on the adjustment most. The explanation for the high adjustment rate among exchange students and volunteer workers is that they are probably applied to their abroad period because they are willing to go. Therefore, they are motivated and excited about to go their abroad period. On the other world, more they have been able to adjust to abroad despite their personality traits because they really wanted to do so.

Lastly, the possible differences between adjustments inside Latin America should be investigated. Also the adjustment in Latin America should have researched by collecting data from expatriates.
REFERENCES


McSweeney, B. (2002), ‘Hofstede’s Model of National Cultural Differences and the


APPENDIX

Appendix 1: The questionnaire (in Finnish)

Kysely: persoonallisuuden yhteys sopeutumiseen

Tämän kyselyn tarkoitus on kartoittaa yhteyttä persoonallisuuden ja vieraaseen maahan sopeutumisen välillä. Luotettavien tulosten saamiseksi vastaathan harkiten jokaiseen kysymykseen.

Vastausvaihtoehdot ovat (1) täysin eri mieltä, (2) jokseenkin eri mieltä, (3) ei samaa eikä eri mieltä, (4) jokseenkin samaa mieltä, (5) täysin samaa mieltä.

Aluksi sinun tulee harkita seuraavia väittämää liittyen ulkomaanjaksoosi.

HUOM! Mikäli olet ollut Latinalaisessa Amerikassa useamman kerran, vastaathan VIIMEISIMMÄN vaihto- /työkokemuksesi perusteella.

OSA 1

1. Minulla oli mieluisia harrastuksia ulkomaanjakson aikana

2. Löysin paikallisesta ruokatarjonnasta itseäni miellyttäviä vaihtoehtoja kotimaassa syömieni ruokien tilalle

3. Olin tyytyväinen arkielämääni ulkomaanjakson aikana

4. Tuntui vaikelta soputua kotimaasta poikkeaviin tapoihin

5. Minulle on vaikaa muuttaa tapojani ja rutiinejani

6. Vietin aikaa paikallisten kanssa
7. Vaikka olin paikallisten kanssa tekemisissä työ / koulun kautta, minun oli vaikeaa muodostaa ystävyyssuhteita heidän kanssaan (taiksi ollut)

8. Minulla oli ainakin yksi läheinen ihmissuhde paikallisten kanssa

9. Kulttuurierot eivät kohdallani häirineet ihmissuhteiden syntymistä ja ylläpitoa paikallisten kanssa

10. Verrattuna muihin vaihto-opiskelijoihin / vapaaehtoistyöntekijöihin / harjoittelijoihin koen, että minun oli vaikeampi ystävystä paikallisten kanssa kuin heidän

11. Ulkomaanjaksoni aikana olin vähillä niin stressaantunut, että se häiritse arkeani

12. Kun koin paikallisten kohtelevan minua epäoikeudeniukaisesti, annoin asian olla enkä ottanut asiaa puheeksi (taiksi olin antanut, jos minua olisi kohdeltu epäoikeudeniukaisesti)

13. Ulkomaanjaksoni aikana purin stressia ensisijaisesti tekemällä, en niinkaan puhumalla

14. En kehdamut tai halunnut keskustella paikallisten kanssa mieltäni askarruttavista asioista heidän kulttuuriinsa liittyen

15. Minulla on korkea kynnys kertoa huolistani muille ihmisille

16. Minulla oli usein hetki, jolloin en jaksanut tai halunnut jutella ihmisten kanssa

17. Tuusin epävarmuutta sosiaalisissa tilanteissa vieraan kielen vuoksi

18. Ulkomaanjaksoni aikana jannitin sosiaalisia tilanteita kun seurassa oli minulle vähemmän tuttuja henkilöitä
19. Yleisesti ottaen nautin sosiaalisesta kanssakäymisestä

20. Olen hyvin kiinnostunut muista ihmisistä

21. Opin arvostamaan paikallista tapaa toimia

22. Jos samaa projektia hoitaisi suomalainen tiimi sekä kohdemaan henkilöstä koostuva tiimi, uskon että suomalainen tiimi saisi aikaan paremman lopputuloksen

23. Mielestäni suomalaiset ovat yleisesti ottaen fiksumia kuin ihmiset kohdemaassani

24. Paikalliset hoitivat asioita mielestäni typerästi

24. Latinalaisessa Amerikassa ihmisten tulisi ottaa mallia suomalaisten täsmällisyystä ja tunnollisuudesta

OSA 2

Arvioi vielä seuraavia väittämää. Mieti nyt ensisijaisesti tunnelmiasi ulkomaanjaksen loppupuolella.

1. Olin tyytyväinen asumisjärjestelyihini (asunto, asumismuoto, huonekalut, sijainti jne)

2. Asumisolosuhteet (ilmastointi, lämmitys, vesi, sähkö, kaasu, melutaso jne) aiheuttivat päävaivaa

3. Tarvittavat välimatekijät olivat helppo liikkua

4. Paikallisten tavat ärsyttivät paljon

5. Paikalliset kollegat koulussa / töissä ärsyttivät minua paljon
6. Sain hyviä tuloksia aikaan koulussa / töissä

7. Ajauduin konfliktiin koulussa / töissä

8. Olin tyytyväinen opettajien / esimiesten toimintaan

9. Olin tyytyväinen saahan

10. Olin tyytyväinen ruokaan

11. Kaiken kaikkiaan sopeudun mielestäni hyvin kohdamaahan

OSA 3

Perustiedot

Vastaathan vielä muutamiin perustietojen kartoittaviin kysymyksiin

1. Sukupuoli

2. Ulkomaanjakson tarkoitus oli

3. Kuinka monta kuukautta ulkomaanjaksosi kesti?

4. Missä maassa ulkomaanjaksosi vietit?

5. Kuinka paljon tiesit kohdemaastasi etukäteen?

6. Olitko ollut kohdemaassasi aikaisemmin?

7. Olitko ollut toisessa Latinalaisen Amerikan maassa aikaisemmin?
8. Kuinka paljon kansainvälistä kokemusta sinulla oli ennen tässä kyselyssä kasiteltava ulkomaanjaksoa?

9. Oltako parisuhteessa lähtössä ulkomaanjaksollesi? Jos olit, lähtökö kumppanisi mukaan?

10. Kuinka hyvin osat kohdemaan kieltä ulkomaanjaksosi alkaessa?

11. Kuvaile asumisjärjestelutäsi. Miten asuit ja kenen kanssa? (Jos kämppiksiä, ilmoitathan heidän kansalaisuutensa)

OSA 4

Persoonallisuustesti

Onneksi olkoon, olet edennyt tutkimuksen vimeiseen vaiheeseen! Tässä osiossa sinun tulee tehdä Big Five -persoonallisuustesti ja liittää tuloksesi allaolevaan tekstikenttään. **HUOM!** Muista kopioida tuloksesi persoonallisuustestin päättyyä, sillä et paase tietoihin enää takaisin sivun sulkemisen jälkeen!

Testi on englanninkielinen ja se sisältää vaittamiä, joita arvioidaan "ei pidä lainkaan paikkaansa" - "pitää täysin paikkaansa" asteikolla. Lauseet ovat lyhyitä ja helposti ymmärrettäviä, joskin osa ilmuisuista on vähemmän tunnettuja ja siksi suosittelisin avaamaan sanakirjan vierelle.

Testin aloitusivulla kerrotaan perustietoja testista ja sen tekijöistä seka irtisanoudutaan vastuusta muun muassa teknisten ongelmien ja epämiellyttävien tulosten varalta. Sinun tulee raksittaa kaksi laatikkoa, jonka jälkeen pääset siirtymään itse testiin.

Vaittamat ovat kahdella sivulla ja vastattuasi kaikkiin saat kattavan kuvauksen persoonallisuudestasi sekä tarkan erittelyn persoonallisuuspiirteistäsi. Tulokset
sisältävät paljon kiinnostavaa informaatiota ja suosittelkin tallentamaan tiedot myös itsellesi.

**Persoonallisuustestin löydät seuraavasta inkistä:**
http://www.personal.psu.edu/faculty/j/j5j/J5 IPVJpipneo1/0.htm

1. Kopioi tähän persoonallisuustestisi tulokset kokonaismuodossa. (Huomioithan, että kopioit kaikki viisi päärettä kuvauksineen. Aloita kohdasta "Extraversion" ja kopioi kaikki tiedot sivun lopun saakka.)

2. Kiitos panoksestasi! Jos haluat osallistua 100€ lahjakortin arvontaan Finnairille / Norwegiamille, jätä tähän sähköpostiosoitteesi. (Henkilötietoja ja vastauksia ei ikäin käsittelä yhdessä.)

3. Haluatko vastaanottaa sähköpostiiisi tiivistelmän tutkimuksen tuloksista?