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Components of a global mindset

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Components of a global mindset: corporate social responsibility and cross-cultural sensitivity

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ABSTRACT

Managers working in an international environment must balance competing expectations where they must maintain the corporation's social and ethical norms while being open to and adaptive to diverse cultural expectations. Currently, it is unknown whether these two components of a global mindset (sensitivity to corporate social performance (ESCSP) and cross-cultural sensitivity (CCS) are convergent or divergent, or whether there is any association at all between them. This study was designed to fill a gap in the literature with the development of instruments used to measure the relationship between these two components. Factor analysis was used to generate valid and reliable scales based on a sample of 439 business students from two large public universities in the Southeastern United States. A positive relationship was found between ESCSP and CCS. This suggests that companies can find international managers who are sensitive to both corporate social performance standards and cultural values and norms. Furthermore, a number of significant demographic differences were found.

Keywords: Corporate Social Performance, Cross-Cultural Sensitivity, Corporate Social Responsibility, International Management, Global Mindset

INTRODUCTION

Businesses competing in the international arena must attract and retain employees who can function both personally and professionally in an unfamiliar setting. Employees need to have competence and be confident in their ability to adjust to different cultural settings and culturally diverse business environments. At the same time, employees with international assignments must retain the ethical and social norms of the corporation, even if the local culture does not support these standards. On the one hand, an effective international manager must adapt to local cultural norms. On the other hand, if local norms violate corporate ethical or social expectations, the employee must maintain approved corporate practices. But, are these contradictory expectations? If a manager has a high level of sensitivity to and respect for local culture, can the same person be expected to display compliance with corporate expectations if they diverge from local norms?

If employee sensitivity to corporate social performance (ESCSP) and cross-cultural sensitivity (CCS) are positively related, then it should be possible to identify candidates for international assignments who are both culturally adaptable and at the same time compliant with corporate requirements and expectations. On the other hand, if these components are negatively associated, then it may be difficult for corporations to identify suitable candidates for international assignments who will be responsive to local norms, and at the same time be responsible in maintaining company norms. In this case, considerably more attention will have to be paid to training and monitoring executives placed in international assignments, and added resources will need to be devoted to social and ethical audits. Ideally, an effective international manager should have both respect for corporate social performance norms and cross-cultural sensitivity, but it is unknown whether these components of a global mindset are in fact convergent (likely to be positively correlated) or divergent (likely to be negatively correlated).

The purpose of this study is to develop an instrument to measure employee sensitivity to corporate social performance and cross-cultural sensitivity and to undertake an assessment of the relationship between these two components. The literature review discusses the theoretical background and the basis for the items included in the study. The methodology section discusses the sample and the testing protocol. The results section presents the factors identified in the sensitivity scales and their relationship to one another. The final section presents the discussion, conclusions, limitations, future research directions, and implications for managerial practice.

LITERATURE REVIEW

Corporate Social Performance

The stakeholder perspective is the underlying theory supporting corporate social responsibility (CSR) and corporate social performance (CSP) (Clarkson, 1995; Donaldson and Preston, 1995; Freeman, 1984). This theory advances the idea that companies should focus not only on their shareholders, but also on other stakeholders, including employees, consumers, suppliers, and communities (Freeman, 1984). This perspective contrasts with the idea that the interests of shareholders should be paramount (Jensen, 2005).

Research supports the idea that companies with good records of CSP have a competitive advantage in attracting employees (Backhaus, Stone, and Heiner, 2002; Greening and Turban, 2000; Turban and Greening, 1997). Other studies have looked at the impact of CSP in attracting

and retaining employees and in employee success in international assignments (Arthur and Bennett, 1995; Blodgett, Lu, Rose, and Vitell, 2001). Albinger and Freeman (2000) found that CSP is important for employees with high levels of job choice, while Peterson's (2004) results showed that the relationship between corporate citizenship and organizational commitment was stronger among employees who felt CSP was important. Collier and Esteban (2007) found that CSR was associated with high employee commitment. CSP has been identified as important for people looking for new jobs (Albinger and Freeman, 2000; Turban and Greening, 1997) as these job seekers compare their values to those they perceive to be held by the firms where they want to work (Cable and Judge, 1996; Hopkins, 2003; Stevenson, 2008).

Researchers have taken various approaches to operationalizing CSP. Prior to the mid-1990s the *Fortune* magazine reputation survey was used (Cochran and Wood, 1984). Recently, databases developed by consulting firms serving socially responsible investment houses, e.g., Kinder, Lydenberg, Domini, have become available. These measures have been used widely to study the impact of CSP on financial performance (Orlitzky, Schmidt, and Rynes, 2003; Sharfman, 1996; Waddock and Graves, 1997). However, these CSP ratings are not directly relevant to the measurement of feelings about CSP or the degree of internalized acceptance of these norms by managers. Several studies have tested the sensitivity of consumers to CSP using a series of questions designed to test both general attitudes about social responsibility and particular applications such as management practices that epitomize CSP (Meijer and Schuyt, 2005; Ruf, Muralidhar, and Paul, 1998; Paul, *et al.*, 1997; Zalka, Downes, and Paul, 1997). These studies provided the basis for the items developed in the current study to test sensitivity to CSP.

Cross-Cultural Sensitivity

Many concepts attempt to express the ability of an individual to adapt and function in different cultural contexts. These ideas include cross-cultural sensitivity (Rodrigues, 1997; Schein, 1981), cultural adaptation (Andreason, 2003), cultural intelligence (Early and Ang, 2003) and global mindset (Gupta and Govindarajan, 2002). Cross-cultural sensitivity is the ability to decipher others' values (Schein, 1981) and understand a new environment using emic and situated knowledge structures (Shapiro, Ozanne, and Saatcioglu, 2008). The globalization of organizations and the resulting increase in the number of expatriate managers and the cultural diversity of employees have increased the importance of this skill or ability (Friedman, 2007). Cross-cultural sensitivity is a component of a global mindset.

A global mindset is a way of scanning the world with a broad perspective, showing curiosity and concern with context, acceptance of complexity and its contradictions, demonstrating diversity consciousness and sensitivity, and having an extended time perspective (Srinivas, 1995). Expatriates and employees who have a global mindset are more effective in managing in an international context (Gupta and Govindarajan, 2002; Kedia and Mukherji, 1999; Levy, Beechler, Taylor and Boyacigiller, 2007). Although some components of a global mindset can be gained through corporate training and on-site support (Hutchings, 2005) cross-cultural sensitivity may be harder to develop among employees who do not have a favorable predisposition. An employee who has developed this inclination will be more likely to succeed in an international setting (Collings, Scullion, and Morley, 2007).

Cross-cultural sensitivity is a unique construct and it is different from other constructs that have been linked to cross-cultural assignments such as: (a) openness to experience, (b)

intellectance, (c) ethnocentrism, (d) allocentrism, (e) tolerance for ambiguity, or (f) cultural intelligence. The concept of cultural sensitivity is broad and contains several different features including awareness of and knowledge about cultural differences. Another facet is the acceptance of alternative value sets and behavioral norms found in different cultures. The third aspect (which was incorporated into this study) relates to being open to new experiences found in different cultures, enjoying new experiences, and seeking out new cultural associations and activities. This approach was influenced by two streams of research, both primarily derived from marketing studies. The first is a series of studies on cultural openness associated with a willingness to accept new consumer products (Alden, Steenkamp, and Batra, 2006; de Ruyter, van Birgelen, and Wetzels, 1998; Shankamahesh, 2006). The second is a body of research derived from the idea of the “cultural creative” as an emergent type of personality and includes variables such as creativity, trust, and acceptance of innovation associated with a propensity to seek out new experiences, travel, and receptiveness to new ideas (Ray and Anderson, 2000).

The current study included a series of questions designed to evoke expressions of the individual’s experience and willingness to seek out, participate, and enjoy experiences and associations representative of another culture. Employees operating in an international setting often have to manage diverse expectations of upholding a company’s social and ethical norms while being open to diverse cultural expectations. Assessing the relationship between cross-cultural sensitivity and employee sensitivity to corporate social performance provides a greater understanding of these potentially conflicting expectations.

RESEARCH OBJECTIVES

The first objective was to develop a scale that enabled the measurement of employee sensitivity to corporate social performance. To measure the extent to which an individual values corporate social performance, a scale named Employee Sensitivity to Corporate Social Performance (ESCSP) was created. Items were developed based on previous research on sensitivity to CSP, although the prior research focused on consumers rather than employees (Meijer and Schuyt, 2005; Ruf, *et al.*, 1998; Paul, *et al.*, 1997; Zalka, *et al.*, 1997).

The second objective of this study was to develop a scale to measure an individual’s level of cross-cultural sensitivity, particularly openness to new cultural experiences. The scale developed to capture this attitude was based on literature that assessed global mindset, cultural adaptation, cross-cultural sensitivity, and cultural openness (Andreason, 2003; Gupta and Govindarajan, 2002; Rodrigues, 1997; Schein, 1981, Shankarmahesh, 2006). The scale has been named Cross-Cultural Sensitivity (CCS).

A third aim of this research was to test the relationship between these two scales and between the factors identified as components of the scales. Finally, the impact of demographic characteristics of respondents on ESCSP and CCS was considered. In addition to the usual demographic categories, political orientation was included because it was found to be significantly associated with business legitimacy in previous cross-cultural research (Zalka, Downes, Friday, Perry, Paul, Abratt, and Curwen, 1998)).

METHODOLOGY

Sample

This study used a college student sample from two large public universities in the Southeastern United States. While there has been criticism of using college students (Albinger and Freeman, 2000) this type of sample is considered valid if the study is exploratory in nature and the items are relevant to the respondents (Ferber, 1977). Previous research has demonstrated that graduate students can serve effectively as surrogates for managers in business decision-making (Remus, 1986) and that students can substitute for businessmen in behavioral research (Khera and Benson, 1970), in marketing research (Burnett and Dunne, 1986), and in consumer behavior studies (Enis, Cox, and Stafford, 1972). The dividing line between student and worker has become increasingly blurred in recent decades. As a result, students are no longer naive about work and work organizations. In the current sample, 91% of respondents had worked at least one year on a part-time basis, while 51% had worked at least one year on a full-time basis. This study focused on the population from which global corporations will be recruiting.

The sample included a large percentage of respondents who had a cross-cultural background. Fully 42% of participants reported their first language was not English, 54% had at least one parent born outside the United States, and 30% of the sample had lived at least six years abroad. These characteristics indicate that a substantial number of respondents have been exposed to other cultures. Thus, this sample provides an adequate test for development of scales measuring ESCSP and CSS because respondents have both work experience and considerable cross-cultural experience. Students surveyed were enrolled in undergraduate business courses in two large public universities in the Southeastern United States. The sample included 455 respondents, producing 439 usable surveys. Demographic characteristics of the sample are given in Table 1 found in the Appendix.

Survey Instrument

A forty-six question survey instrument was developed which consisted of the following three sections. The first measured employee sensitivity to corporate social performance (ESCSP); the second captured cross-cultural sensitivity (CCS); and, the third was used to collect demographic characteristics. All students gave their informed consent prior to inclusion in the study. In developing the survey, ten doctoral students tested the questionnaire and provided feedback regarding precise wording and salient items. Seventy-five undergraduate students participated in a pilot study at one of the large public Southeastern universities. Based on the information obtained from the pilot study, the questionnaire was revised.

Employee Sensitivity to Corporate Social Performance (ESCSP)

As stated above, items in the ESCSP survey were developed based on previous marketing research measuring consumer sensitivity to CSP (Meijer and Schuyt, 2005; Paul *et al.*, 1997; Zalka *et al.*, 1997), but items were modified to focus on concerns of interest to employees. Experts in the field assisted in providing validity in the development of these constructs. The resulting ESCSP scale was then used to test the relationship of ESCSP to cross-cultural sensitivity.

The ESCSP scale consisted of a series of items shown in Table 2 found in the Appendix. Many of the statements began with phrases such as: I respect companies that ..., I would like to work for a company that ..., and I would accept a job at a company with These statements were used to indicate sensitivity to working for, or accepting a position with, a company with positive social responsibility characteristics. The items were phrased to indicate good corporate social responsibility practices regarding issues such as supporting charities in communities, winning awards for corporate social performance, encouraging employees to volunteer, and providing leadership for organizations in the community. Care was taken to ensure that statements were worded in a way as to not provoke a socially desirable response. Consequently, some statements required reverse coding as indicated in Table 2. In addition, a few items assessed attitudes toward corporate social responsibility in general rather than attitudes toward accepting a particular job. The questions were operationalized using a five point Likert-scale with response options ranging from strongly disagree to strongly agree.

Cross-Cultural Sensitivity (CCS)

Cross-cultural sensitivity is defined as a person's ability to decipher others' values (Schein, 1981) or the ability to manage and deal with cultural differences (Johnson, Cullen, Sakano and Takenouchi, 1996; Skarmeas, Katsikeas and Schlegalmilch, 2002). Shapiro *et al.* (2008) presented evidence that cultural sensitivity is an ability to monitor the new environment and engage in sense-making using emic and situated knowledge structures. For this study, it was important to develop items to assess the respondent's openness to new experiences and willingness to engage in new cultural associations and activities. Prior surveys assessing global mindset (Gupta and Govindarajan, 2002), acculturation (Cleveland and Laroche, 2007), expatriate training and adaptation (Lee and Croker, 2006), and cross-cultural adaptation and sensitivity (Haslberger, 2005; Resick, Hanges, Dickson and Mitchelson, 2006; Waldman, Sully de Luque, Washburn, House, et al., 2006) were used to develop the Cross-Cultural Sensitivity (CCS) scale used in this study.

The CCS scale included a series of statements relating to an individual's global mindset and openness to new cultural experiences as presented in Table 3 found in the Appendix. These questions related to an individual's travel or desire to live outside the United States, to their entertainment preferences (TV, film, restaurant), friend preferences, and to their cultural exposure. Questions were phrased to limit socially desirable responses, thus some statements required reverse coding as indicated in Table 3. The questions were operationalized using a five-point Likert-scale with possible choices ranging from strongly disagree to strongly agree.

Factor Analysis

A factor analysis based on the principal components method of extraction and varimax rotation was run for both the ESCSP and CCS scales to determine which items loaded together so that the results could be analyzed. Missing items were replaced using the expectation maximization (EM) procedure. Specifically, 9.5% of surveys had two missing responses and 2.5% had three to six missing responses. Overall, no survey had more than six out of thirty-one missing responses. The results of the Little's *missing completely at random (MCAR)* test showed that the p value for Little's MCAR test was not significant, thus the data could be assumed to be missing completely at random.

Employee Sensitivity to Corporate Social Performance (ESCSP)

Factor analysis revealed three factors with an eigenvalue greater than one. These three factors each had a Cronbach's alpha greater than 0.73 and rotated components greater than 0.50. One question had a rotated component less than .50, so was dropped after the factor analysis, resulting in a fourteen item scale. The first factor, named Socially Responsible Company (α : 0.82) demonstrated different characteristics associated with social responsibility including sensitivity towards working for and hearing about companies that are socially responsible, respecting companies that support charities in their communities, and being impressed by companies that win awards for their corporate social performance. The second factor represents Job Preferences (α : 0.73) as it includes questions related to whether a person would take a job at a company based on corporate social performance, particularly their environmental practices, their record in hiring minorities, and their objective in just making a profit, the latter reverse coded. The third factor represents an individual's sensitivity to a company's Discrimination (α : 0.78) against minorities, the disabled, and women. The results of the factor analysis can be seen in Table 2.

Cross-Cultural Sensitivity (CCS)

Using factor analysis, three factors were found to have an eigenvalue greater than one for the CCS scale. The first two factors each had a high Cronbach's alpha (α : 0.75), four items per factor, and together they explained 35% of the variance. The first of these was named Interests (α : 0.77) as it reflects whether an individual would like to live, work, or travel in another country. The second factor was termed Activities (α : 0.75) to represent an individual's views towards having friends from different cultures, as well as watching foreign films and watching television only in English, the latter reverse coded. The third factor had an acceptable Chronbach alpha (α : 0.58) and was called Experience as it reflects attitudes towards working with people from other cultures and encountering people who do not speak English fluently. Although a Chronbach alpha of 0.58 is relatively low, many consider it to be adequate. Five of the questions had a rotated component less than 0.50 and were dropped after the factor analysis, resulting in an eleven item scale. The results of the factor analysis can be seen in Table 3.

RESULTS

The relationship between the ESCSP and CCS scales was assessed by carrying out a bivariate Pearson correlation between the three factors of the ESCSP scale and the three factors of the CCS scale. As can be seen in Table 4 found in the Appendix, significant relationships were observed between all three ESCSP factors and the Experience factor of CCS. Significant relationships were observed between the Socially Responsible Company and Discrimination factors of ESCSP and the Interests factor of CCS. Finally, a significant relationship was observed between Job Preferences and Activities. These results support the idea that employee's sensitivity to corporate social performance is related to cross-cultural sensitivity. This suggests that companies seeking to attract employees who are cross-culturally sensitive can benefit by emphasizing their positive social performance characteristics, and vice versa. The two attitudes represent convergent, rather than divergent, employee mindsets.

Tables 5 and 6 found in the Appendix detail the means and standard deviations of the ESCSP and CCS factors and their association with demographic characteristics such as gender, first language learned, political beliefs, and years lived outside the United States. Gender was assessed using t-tests, while the rest of the variables used One-Way ANOVA and Tukeys pairwise comparison procedure to determine significance.

Table 5 presents the relationship between different demographic characteristics and the factors comprising ESCSP. Gender was found to be significant for Job Preferences and Discrimination, indicating that women are more sensitive than men to these two factors when assessing a company's corporate social performance. As can be seen, there were no significant relationships found between ESCSP factors and first language or political beliefs. The number of years lived outside the U.S. was significant only for the factor Job Preferences which included questions relating to whether a person would accept a job at a company based on corporate social performance, including environmental practices, record in hiring minorities, and corporation's objective in just making a profit. Individuals who had lived more than ten years outside of the U.S. were significantly more likely to give weight to job preferences when assessing a company, while those who have lived outside the U.S. only one year or less were significantly less likely to give weight to this factor.

While females had higher mean scores than males on all three CCS factors, this difference was significant only for the factor Activities as seen in Table 6. Native English speakers scored significantly lower on all factors of the CCS scale than those whose first language was Spanish or another language other than English. This suggests a low level of CCS among native English speakers. Interesting results were found regarding the relationship between political beliefs and the CCS factor Interests which assesses whether an individual would like to live, work, or travel in another country. Political liberals were more likely to want to live, work or travel in another country than were political conservatives. This finding is consistent with the research stream referenced resulting from the work of Ray and Anderson (2000). There is also a strong association between all factors of CCS and the number of years lived outside the United States. Respondents living outside the United States zero to one year scored the lowest on all CCS factors, and CCS increased with the amount of time lived outside the United States.

DISCUSSION AND CONCLUSIONS

The findings suggest that ESCSP and CCS scales were positively related, indicating that they are convergent rather than divergent mindsets. Managers who receive international assignments must balance competing expectations, that they be open to and adaptive to diverse cultural expectations, and that they maintain the corporation's social and ethical norms. These expectations may be difficult to balance at times, but this study demonstrates that there is in fact an association between ESCSP and CCS. On a practical level, human resource managers may find that recruiting employees high in one of these attitudes may identify employees high in the other attitude as well. Evidence suggests that job applicants are increasingly interested in firms that demonstrate good social performance (Backhaus et al., 2002; Collier and Esteban, 2007; Greening and Turban, 2000; Turban and Greening 1997). These same employees are likely to show high levels of CCS. The scales developed for this study can be useful to corporations

seeking employees who are sensitive to corporate social performance and who also have high cross-cultural sensitivity.

In addition, the impact of demographic characteristics was considered. Some gender differences were observed, with women generally scoring higher than men in both the ESCSP and CCS scales. Cross-cultural sensitivity was found to be highly dependent on an individual's personal background, such as living abroad and speaking a first language other than English. Being a native English speaker, having conservative political beliefs, and living few years outside the United States were associated with low levels of cross-cultural sensitivity. One of the more interesting observations was the very strong relationship between political beliefs and the Interests factor of cross-cultural sensitivity. Respondents who identify themselves as politically conservative were markedly less interested in living abroad, working abroad, and traveling abroad than all others, while the reverse is true of those who say they are liberal. Even though political beliefs have not been considered an important variable in international human resource management to our knowledge, this study suggests that this variable might be of interest to future researchers. Thus, the political climate of a firm may have an impact on the success it has in recruiting and retaining employees who are interested in taking up international assignments and capable of performing well in these assignments

This study has several limitations. Its findings may not be generalizable to a sample with less experience living abroad and less cross-cultural experience. Also, while the students in the sample did have some work experience, the findings might not be valid for actual managers. It would be useful to replicate the study among employees posted abroad or returning from international assignments to see if the relationships suggested by this study are observed, and if these scales are associated with success in expatriate assignments. Finally, this was a correlation study, so we cannot specify the direction of causality between these two attitudes. Rather we can provide some initial insight into the relationship between corporate social performance and attracting employees with a global mindset.

Future studies might proceed to model building and hypothesis testing, using the attitude measures developed in this study and the demographic variables identified here. It would be interesting to gain more insight into how multinationals deal with the often conflicting demands of attracting globally minded employees and abiding by corporate social performance standards in different international settings. This study suggests that these demands might be strongly related. In addition, given the strength of political orientation, its inclusion as a demographic variable might be recommended for future studies of attitudes toward CSR, CSP, and other cross-cultural topics.

The managerial implications of the study indicate that it is reasonable for human resource managers to seek out candidates who have both respect for local norms and cultural variations, and also respect for corporate social and ethical norms. Rather than indicating divergent mindsets, the two attitudes are positively associated. Managers who display high cross-cultural sensitivity are likely also to have high regard for CSP, and vice versa; they should be prime candidates for international assignments. In addition, in this day and age, cultural sensitivity is relevant everywhere due to an increasingly diverse workforce and expectations for valuing employees with a global mindset.

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APPENDIX

Table 1. Demographic Characteristics of Sample

<i>Sample Characteristics</i>	<i>Number of Cases</i>	<i>Percent</i>
Gender		
Male	216	49%
Female	223	51%
First Language		
English	249	58%
Spanish	128	30%
Other	50	12%
Political Beliefs		
Liberal	70	16%
Moderately liberal	76	18%
Neutral or undecided	148	35%
Moderately conservative	85	20%
Conservative	46	11%
Years Lived Outside U.S.		
0-1 years	267	63%
2-3 years	23	5%
4-5 years	14	3%
6-10 years	26	6%
More than 10 years	96	23%

Table 2: Employee Sensitivity to Corporate Social Performance (ESCSP)

Items	Means ^b	Standard deviations	Factor Loadings		
			Socially Responsible <i>Company</i>	Job Preferences	<i>Discrimi-</i> nation
1. I like to hear about companies that are socially responsible.	3.96	0.81	0.80		
2. I am favorably impressed by companies that win awards for their corporate social performance.	3.90	0.83	0.75		
3. I would like the company I work for to be socially responsible.	4.14	0.71	0.73		
4. I would like to work for a company that provides leadership for organizations in the community.	4.03	0.74	0.69		
5. I would like to work for a company that encourages employees to volunteer in the community.	3.67	0.84	0.63		
6. I respect companies that support charities in their communities.	4.30	0.75	0.63		
^a 7. I would accept a job at a company with a poor reputation for social responsibility if it paid well.	3.25	1.02		0.74	
^a 8. I would take a job for a company that had poor environmental practices if it paid well.	3.44	1.05		0.73	
^a 9. I would take a job for a company that had a poor record in hiring and promoting ethnic minorities if it paid well.	3.22	1.14		0.67	
^a 10. Social responsibility is not a big concern when I look for a job.	3.28	0.94		0.62	
^a 11. The primary objective of a business should be to maximize return to shareholders.	2.54	1.04		0.52	
12. I would reject a job with a company that discriminated against minorities.	3.78	1.10			0.82
13. I would reject a job with a company that discriminated against the disabled.	3.83	1.11			0.81
14. I would reject a job with a company that discriminated against women.	3.78	1.23			0.80
Eigenvalue			3.23	2.52	2.21
Percentage of total variance			21.55	16.82	14.76
Standardized item alpha (reliability coefficient)			0.82	0.73	0.78

^a Items that were reverse coded

n = 439

^b In this survey 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree

Table 3. Cross-Cultural Sensitivity (CCS)

Items	Means ^b	Standard deviations	Factor Loadings		
			Interests	Activities	Experience
1. I would like to live in another country for a period of time.	4.00	1.03	0.86		
2. I would like to work abroad.	3.74	1.04	0.84		
3. I would enjoy traveling outside the United States.	4.50	0.73	0.66		
^a 4. I want to live the rest of my life in the United States.	2.85	1.14	0.57		
^a 5. Most of my friends have lived in the United States their entire lives.	2.20	1.27		0.80	
6. Most of my friends were not born in the United States.	2.71	1.38		0.76	
^a 7. I prefer to watch television programs in English.	1.63	0.87		0.72	
8. I often watch foreign films.	2.99	1.29		0.57	
^a 9. I would feel uncomfortable working for someone from another country.	4.06	1.03			0.71
^a 10. I am frustrated when I encounter people who do not speak English fluently.	3.46	1.14			0.65
11. I would enjoy working with people from other cultures.	4.15	0.75			0.61
Eigenvalue			4.59	1.88	1.34
Percentage of total variance			28.65	11.76	8.36
Standardized item alpha (reliability coefficient)			0.77	0.75	0.58

^a Items that were reverse coded^b In this survey 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5= strongly agree

n = 439

Table 4. The Relationship between ESCSP & CCS

<u>ESCSP</u>	CCS		
	Interests	Activities	Experience
Socially Responsible Company	0.25**	0.07	0.23**
Job Preferences	0.07	0.15**	0.20**
Discrimination	0.12*	0.05	0.18**

* p < .05, ** p < .01 (2-tailed)

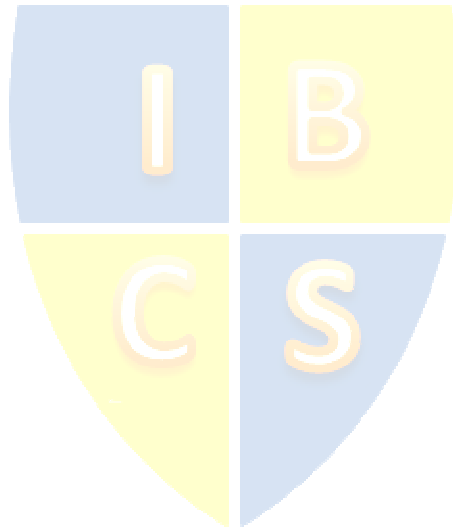


Table 5. Demographic Characteristics & ESCSP Factors

	Socially Responsible Company			Job Preferences			Discrimination		
	Mean	Standard Deviation	P-Value	Mean	Standard Deviation	P-Value	Mean	Standard Deviation	P-Value
Gender			0.06			0.00			0.00
Male	3.95	0.58		2.92 ^a	0.71		3.53 ^a	0.93	
Female	4.05	0.56		3.36 ^b	0.67		4.05 ^b	0.90	
First Language			0.14			0.59			0.35
English	3.97	0.58		3.11	0.72		3.75	0.92	
Spanish	4.09	0.52		3.18	0.71		3.89	0.99	
Other	4.05	0.51		3.16	0.73		3.87	0.99	
Political Beliefs			0.29			0.12			0.20
Liberal	4.08	0.52		3.10	0.77		3.73	1.03	
Moderately liberal	4.05	0.51		3.31	0.79		4.00	0.86	
Neutral or undecided	4.00	0.51		3.21	0.64		3.81	0.96	
Moderately conservative	4.05	0.53		3.06	0.72		3.78	0.90	
Conservative	3.88	0.61		3.05	0.68		3.60	1.04	
Years Lived Outside U.S.			0.25			0.03			0.45
0-1 years	3.97	0.57		3.08 ^a	0.71		3.76	0.89	
2-3 years	4.06	0.53		3.11	0.83		3.65	1.15	
4-5 years	3.87	0.43		2.93	0.86		3.74	0.84	
6-10 years	4.08	0.47		3.23	0.54		3.73	1.23	
More than 10 years	4.10	0.61		3.34 ^b	0.74		3.95	1.01	

* Means with different superscripts are significantly different using t-tests, One-Way ANOVA and Tukeys pairwise comparison procedure, $p < .05$.

* $a < b < c$

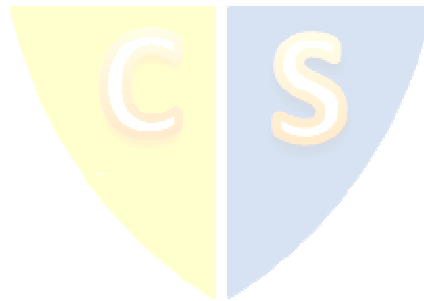


Table 6. Demographic Characteristics & CCS Factors

	Interests			Activities			Experience		
	Mean	Standard Deviation	P-Value	Mean	Standard Deviation	P-Value	Mean	Standard Deviation	P-Value
Gender			0.56			0.04			0.08
Male	3.75	0.82		2.29 ^a	0.86		3.82	0.72	
Female	3.80	0.72		2.47 ^b	0.97		3.95	0.74	
First Language			< .001			< .001			< .001
English	3.65 ^a	0.77		1.96 ^a	0.72		3.67 ^a	0.71	
Spanish	3.88 ^b	0.75		2.87 ^b	0.80		4.24 ^b	0.67	
Other	4.13 ^b	0.59		3.18 ^c	0.90		3.98 ^b	0.65	
Political Beliefs			< .001			0.05			0.26
Liberal	4.03 ^b	0.69		2.60	1.02		4.00	0.83	
Moderately liberal	3.82 ^b	0.71		2.42	0.88		3.90	0.74	
Neutral or undecided	3.78 ^b	0.67		2.41	0.96		3.94	0.66	
Moderately conservative	3.76 ^b	0.85		2.26	0.81		3.78	0.71	
Conservative	3.35 ^a	0.94		2.11	0.92		3.79	0.77	
Years Lived Outside U.S.			< .001			< .001			< .001
0-1 years	3.67 ^a	0.77		2.02 ^a	0.73		3.74 ^b	0.72	
2-3 years	3.84	0.99		2.71 ^b	0.88		4.06	0.68	
4-5 years	4.23 ^b	0.58		2.83 ^b	0.60		4.02	0.51	
6-10 years	3.89	0.58		3.02 ^b	0.90		4.13	0.63	
More than 10 years	4.00 ^b	0.69		3.12 ^b	0.90		4.20 ^a	0.69	

* Means with different superscripts are significantly different using t-tests, One-Way ANOVA and Tukeys pairwise comparison procedure, p < .05.

* a < b < c

