# Wanted:
# Knowledge Workers for Foreign Firms in Developed Markets

**by**

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The author, whose name appears on the title page of this work, has obtained, for the research described in this work, either:

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## Abstract

Competition in attracting talented employees can be tough, particularly for firms looking for knowledge workers. How will foreign firms fare in this competition, if potential employees assess their own level of person-organization fit, based on the firms' country of origin (COO), long before any job offer is made? In order to explore the question of what influences an individual's attraction to a foreign firm, I conducted a mixed-methods investigation of the organizational attractiveness (OA) of foreign firms that enter developed markets, from the perspective of person-organization fit.

First, I developed a model that illustrates the effect of various factors on the OA of foreign firms in developed markets. The first of the factors that may influence a potential applicant's assessment of their fit with a generic foreign firm was predicted to be the applicant's perception of tone of news coverage of the firm's COO in the media. A second factor is the prior experience that potential applicants may have had with people from the foreign firm's COO. Both of these factors were predicted to be moderated by the potential applicants' level of cultural intelligence and their affinity with the firm's COO. A third factor was the potential applicants' preference for a type of psychological contract. An online survey of knowledge workers in Canada tested this model. The perception of tone of news coverage showed a positive, significant relationship with OA.

Many firms utilize the assistance of labour market intermediaries to attract potential employees. Thus, my second study in this dissertation investigated how the foreignness of firms affected the work of headhunters as they sought to attract candidates for the firms. Due to the exploratory nature of this research, I conducted interviews to address these questions.

**Keywords:** Organizational attractiveness; news; cultural intelligence; knowledge worker

To Trond:

From Borneo to Burnaby,

Singapore to Surrey,

You have stayed by my side.

Thank you.

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## List of Acronyms

| | |
|---|---|
| ASA | Attraction-Selection-Attrition |
| B.C. | British Columbia |
| CMV | Common Method Variance |
| COO | Country of Origin |
| COR | Country of Residence |
| cPLS | Consistent Partial Least Squares |
| CQ | Cultural Intelligence |
| EMNE | Emerging Market Multinational Enterprise |
| FDI | Foreign Direct Investment |
| IB | International Business |
| HCN | Host-Country Nationals |
| HR | Human Resources |
| HTMT | Heterotrait-Monotrait Ratio of Correlations |
| LMI | Labour Market Intermediaries |
| LOE | Liability of Emergingness |
| LOF | Liability of Foreignness |
| LOR | Liability of Origin |
| MGA | Multi-Group Analysis |
| MNE | Market Multinational Enterprise |
| OA | Organizational Attractiveness/Attraction |
| PC-Rel | Psychological Contract - Relational |
| PC-Trans | Psychological Contract - Transactional |
| PLS-SEM | Partial Least Squares Structural Equation Modelling |
| SDT | Social Dominance Theory |
| SOE | State-Owned Enterprise |
| SRMR | Standardized Root Mean Square Residual |
| VBR | Value-Based Recruitment |
| UNCTAD | United Nations Conference on Trade and Development |
| US/ USA | United States of America |

# Chapter 1. Introduction

> The great challenge to management today is to make productive the tremendous new resource, the knowledge worker. This, rather than the productivity of the manual worker, is the key to economic growth and economic performance in today's society (Drucker, 1964, p. 242).

Half a century after Drucker's iconic assessment of a key driver of productivity, knowledge workers are increasingly in demand by organizations, both domestic and foreign. However, foreign firms may find themselves at risk of discrimination in their host markets (Eden & Miller, 2004). As foreign direct investment (FDI) continues to grow in developed markets (UNCTAD, 2014) at the same time as the pool of available human resources shrink (Guthridge, Komm, & Lawson, 2008; Ready, Hill, & Conger, 2008), the need to compete for candidates raises concerns that strike at the heart of organizations looking to expand internationally. When the firms come from markets that are viewed with suspicion or apprehension, the perspectives of those potential employees become even more pertinent. Thus, my key research question in this dissertation is this: What influences an individual's attraction to a foreign firm?

Nearly twenty years ago, Chambers, Foulon, Handfield-Jones, Hanklin, & Michaels (1998) first shone a spotlight on the difficulties faced by large firms in the United States of America (USA) in attracting and retaining talented executives. This issue has expanded to encompass knowledge workers, who are defined as workers that predominately utilize their knowledge, rather than physical strength or coordination, as the basis for their contribution to an organization (Drucker, 1977). Correspondingly, these workers generate more profit per person than other employees and require less managerial oversight (Guthridge et al., 2008).

Knowledge workers are also becoming more difficult to attract (Beechler & Woodward, 2009), both in emerging markets (Tung, 2015) and developed markets (Schuler, Jackson, & Tarique, 2011). In 2013, Ernst & Young and Oxford Analytica conducted interviews with 641 companies in 21 countries on 6 continents, across 15 industries. “Managing talent and skill shortages” (p. 4) was identified as the fifth top risk, since rising global demand was out-pacing the increase in the supply of talent (EY & Oxford Analytica, 2013). More recently, interviews with more than 1300 chief executive officers in 79 countries led another consulting company, PwC, to conclude that organizations are still struggling to find people with the required skills (PwC, 2017). The challenge of acquiring and retaining talent, in addition to succession planning, was consistently listed as one of the top 10 risks in the past four surveys conducted by the joint forces of Protiviti and North Carolina State University (2016).

The scarcity of knowledge workers is exacerbated in developed countries like Canada, where the workforce is shrinking as the population ages and retires (Beltrame, 2014; CBC News, 2015; Chand & Tung, 2014a). In line with this decrease, Canadian respondents to a recent survey by Allianz Global Corporate & Specialty (2017) placed the risk of a talent shortage as ninth on their list of concerns. Consequently, organizations are acquiring new tools to aid them in the competition to find and attract the right people, even if those people are currently employed elsewhere (Bersin, 2016).

Competition is also increasing between domestic and foreign employers as more foreign companies move into developed markets. FDI flows to developed markets rose by 12% from 2012 to 2013 (UNCTAD, 2014). Australia, Canada, the United Kingdom and the USA and were in the top dozen host markets for inflows in 2013 (UNCTAD, 2014). One of the key countries contributing to those flows has been China, which became the third largest global source of outward FDI in 2012 (Asia Pacific Foundation of Canada, 2013). Not only has China continued to include its 'Go Global' policy within its next five-year plan, but the implementation of it is seen as a priority to be accelerated (Davies, 2013).

China is one of the emerging markets on which I will focus, the other being India. When two other emerging markets, Brazil and Russia, are added to this group, they are referred to as the BRIC countries. Three of these countries, China, India and Brazil, have played a substantial role in inbound FDI into Canada (Statistics Canada, 2018b). Emerging markets refer to countries "whose national economies have grown rapidly, where industries have undergone and are continuing to undergo dramatic structural changes, and whose markets hold promise despite volatile and weak legal systems" (Luo & Tung, 2007, p. 483). Specifically, emerging markets are differentiated from developed markets by two key factors: the lack of distinct property rights (Devlin, Grafton, & Rowlands, 1998) and the presence of institutional voids (Khanna & Palepu, 1997). These voids consist of the absence of regulatory systems, intermediaries with expertise in areas such as finance and investments, and mechanisms for enforcing contracts (Khanna & Palepu, 2000; Khanna, Palepu, & Sinha, 2005).

Firms from emerging markets may face obstacles above and beyond those faced by firms from developed markets, when it comes to attracting knowledge workers in developed markets. Because organizational image affects the attractiveness of organizations (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005), and image is affected by the firm's home country, to the detriment of emerging markets (Froese, Vo, & Garrett, 2010), firms from emerging markets may be at a disadvantage. For example, talented employees in the host countries may eschew firms from emerging markets based on assumptions about the firm's country of origin (Pfeiffer, 1999).

China provides a case in point. Although a survey of nearly one thousand Chinese companies showed the USA and Germany as their preferred destinations for outward FDI (2013), the largest overseas purchase by a Chinese company was completed in 2013 when the state-owned enterprise (SOE), China National Offshore Oil Company (CNOOC), won approval to buy the Canadian energy company, Nexen (Penty, 2013). The strategic intent behind acquisitions such as these (Rui & Yip, 2008) may be contributing to the opposition that Canadians feel toward take-overs by Chinese SOEs (2013). While Canadians are generally more amenable to investment from Chinese companies directed to start-up operations than to acquiring a minority interest in a Canadian firm, a survey by Harris/Decima (2012) found that a majority of Canadians were opposed to the prospect of a Chinese firm taking a majority-controlling interest in a Canadian firm. If Canadian knowledge workers are amongst the group of Canadians opposed to investment by a foreign firm, would they be interested in working for that same firm? The potential challenge for foreign firms of facing opposition to their investments in foreign countries while, at the same time, providing employment opportunities to knowledge workers in those countries, leaves foreign firms in at a disadvantage. Results from the studies in this dissertation will provide guidance to help them resolve these issues.

Attracting applicants to an organization is part of the organization's recruitment strategy. When building such a strategy, organizations may begin by defining whom they wish to recruit (Breaugh, Macan, & Grambow, 2008). This definition is key to developing a viable pool of candidates which, in turn, is highly influential in determining the success of recruitment efforts (Bersin by Deloitt, 2014). The next part of an organization's recruitment strategy, deciding who will conduct the recruitment of applicants (Breaugh et al., 2008), will play a part in determining how the pool of applicants is generated and, subsequently, who is added to the pool.

In order to understand the perspectives of individuals who would apply for a job with a foreign firm in a developed market, I have designed studies of both the applicants, and the headhunters who select them for the clients. First, a conceptual model addresses the concept of attraction from the perspective of applicants, by illustrating the relationships between key independent variables and the dependent variable of organizational attraction (OA) of foreign firms. Moderators of these relationships are also proposed. An online study of knowledge workers in Canada tested the model.

Since many foreign firms utilize recruiters in permanent placement agencies (i.e. "headhunters") to develop a pool of candidates, the second study addressed the question of how the foreignness of foreign firms affected headhunters' work in attracting candidates for the firms when the host country is a developed market. Interviews were conducted with recruiters in Canada, both in-person and remotely. Prior to examining the studies, the next section begins with an overview of the relevant literature concerning my key concepts. The overview will then be followed by construction of the conceptual model.

## 1.1. Relevant Theoretical Perspectives

The process of attracting applicants to an organization is the first of three key sets of activities within the area of international human resource management of multinational firms, those sets being the attraction, retention and development of employees (Tarique & Schuler, 2010). Identifying and attracting potential employees are part of an organization's recruitment efforts, which also include attempts to increase individuals' interest in the organization and improve the likelihood of any job offer being accepted (Saks, 2005). Recruitment can be divided into two categories, those being internal, where positions are filled by individuals already employed by the organization (Ployhart, Schneider, & Schmitt, 2006) and external, where individuals outside the organization are selected for consideration as potential employees (Breaugh et al., 2008). I will focus on external recruitment.

### 1.1.1. Organizational attractiveness (OA)

From the perspective of potential applicants, organizational attractiveness (OA) refers to their level of interest and the amount of effort that they would expend in applying to work for an organization, as well as the likelihood that they would accept a job offer from that organization (Turban & Keon, 1993). Ehrhart and Ziegert (2005) distilled the multitude of theoretical approaches that had been previously used in research on OA into three metatheories. The first of these three, the environment processing metatheory, focuses outwardly as it examines the applicant's attraction to an organization based on their perception of the organizational environment, as influenced by the actual environment. The second metatheory turns inward: the self-processing metatheory presents information about the individual applicant as related to the relationship between subjective fit and organizational attraction. The third metatheory, the interactionist processing metatheory, finds middle ground between the prior two perspectives as it examines the applicant's assessment of their objective and subjective fit with the organization, based on a comparison of their own characteristics and that of the organization.

### 1.1.2. Person-Organization Fit (P-O Fit)

'Person-organization fit' has been defined as "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" (Kristof, 1996, p. 4). The concept of 'fit' became a central theme in the work of Uggerslev, Fassina, and Kraichy (2012), who organized various predictors of OA into the following seven categories: job characteristics, organizational characteristics, recruiter behaviors, recruitment process characteristics, perceived fit, perceived alternatives, and hiring expectancies. Uggerslev and colleagues then examined the importance of these categories in each of the three stages of recruitment identified by Barber (1998), those being: (1) Generating applicants, (2) Maintaining applicant status, and (3) Influencing job choices. The perception of fit was found to be the strongest predictor of OA during the first two stages. Any applicants who withdrew their names from consideration during these stages because they did not perceive a fit with the hiring firm would not have been available in the third stage, during which the firm would have attempted to influence their choices.

Key to the concept of 'fit' is the attraction-selection-attrition (ASA) framework that assumes that different types of organizations will attract and select different types of employees, and that the types of people who do not fit, will then leave the organization (Schneider, 1987). Thus, 'fit' is a two-way street, in that organizations attract and retain different types of people, while those people are making active choices about the organizations in which they would like to work (Schneider, 1987), with both organizations and people making their own evaluations of the individuals' level of fit with the organizations. One way of reducing the pressure on organizations to be widely attractive is to realize that they do not need to be attractive to everyone, but only to the type of candidates that they need in their talent pool (Ployhart et al., 2006). Practically speaking, the acceptance of a job offer by a candidate represents a joint decision, for the organization and the candidate will have chosen each other from the list of potential organizations and candidates that were available (Finlay & Coverdill, 1999).

Decisions such as these are not made in isolation. Recruitment occurs within a broader context (Rynes, 1991). Although concepts and theories regarding recruitment, such as person-organization fit and organizational attraction, appear to pertain to multiple cultures and countries, they have received minimal attention in cross-cultural studies (Allen & Vardaman, 2017). This dissertation is situated within that lacuna, with a focus on person-organization fit as it relates to candidates for foreign firms in developed markets.

### 1.1.3. Liabilities of Foreign Firms

The field of international business has determined a number of disadvantages faced by foreign firms, to varying degrees. In the concept of 'liability of foreignness' (LOF), all foreign firms are at an disadvantage when compared to domestic firms (Zaheer, 1995). At the next level, 'liabilities of origin' (LOR) refer to the disadvantages that different firms face, specific to their country of origin (COO) (Ramachandran & Pant, 2010). Finally, the 'liability of emergingness' (LOE) assumes that every emerging market multinational enterprise (EMNE) will have additional disadvantages not faced by foreign firms from developed markets (Madhok & Keyhani, 2012).

One of the disadvantages that foreign firms face is additional discrimination when compared to domestic firms (Eden & Miller, 2004). One type of discrimination that EMNEs face is by potential applicants that prefer firms from developed markets (Held & Berg, 2015). Research has yet to identify the causes behind this type of discrimination (Held & Berg, 2014).

An intriguing trait of foreignness is that, in certain situations, it may bring advantages as well as disadvantages. In a reversal of LOF, studies in China found that participants were more attracted to foreign than state-owned firms (Han & Froese, 2010; Turban, Lau, Ngo, Chow, & Si, 2001). Reasons for this reversal were based in the positive reputation of foreign firms, the perception of more access to training opportunities, and the belief that promotions would be both faster to achieve and determined by performance instead of relationships (Han & Froese, 2010).

A subsequent study in China found evidence of LOR by confirming the original attraction to foreign firms, with the exception of firms from Japan (Froese & Kishi, 2013). In nearby Vietnam, participants preferred foreign firms from both Japan and the USA over domestic firms (Froese et al., 2010). Further details about Vietnamese participants who saw themselves as having a good fit with Japanese firms arose from a study by Kim, Froese and Cox (2012), who found that participants who were more attracted to Japanese firms were more work-centric, money-oriented, less individualistic or knew someone working at a Japanese firm.

Consistent with LOF, domestic firms in Latin America were preferred to North American and European firms, except by people marginalized by gender (female), lower income, and lower education (Newburry, Gardberg, & Sanchez, 2014). Similarly, American participants were more attracted to domestic than foreign (European or Japanese) firms, though less so for women, Blacks and Hispanics (Newburry, Gardberg, & Belkin, 2006). Most recently, LOE surfaced in a study that found that respondents in developed markets (USA, France and Germany) were more attracted to Western (American or European) firms than Chinese or Indian firms, regardless of participant age, gender, self-efficacy, risk acceptance, field of study or industry of employment (Alkire, 2014).

In contrast to studies that identified demographic groups that may be more attracted to foreign firms (e.g. Newburry et al., 2006; Newburry et al., 2014), studies by Alkire and colleagues (Alkire, 2014; Alkire & Avey, 2013) focused on the preferences of knowledge workers, who are typically well-educated (Drucker, 1994). If the Western applicants who discriminate against foreign firms as potential employers (Held & Bader, 2018) include knowledge workers (Alkire, 2014), the key outstanding question becomes: What factors influence an individual's attraction to a foreign firm? This is the core question that I address in this dissertation.

Accordingly, I contribute to the literature in the following ways. First, my theoretical contribution is to propose the effect of an applicants' perception of a firm's country of origin on the applicants' evaluation of their fit with the firm as a potential employer. Second, I extend the international human resource (HR) literature on recruitment regarding organizational attractiveness of foreign firms. Third, I build on prior studies to propose and test the influence of personal perspectives and experience on the organizational attractiveness of foreign firms. Fourth, I explore the influence of external entities, i.e. recruiters, in attracting applicants to the talent pool from which candidates are chosen for foreign firms.

## 1.2. Conceptual Model

The conceptual model draws upon Cable and Turban's (2001) proposal that potential applicants' level of OA can be influenced by both information about an organization that is generated either internally and externally to the organization, as well by as the applicant's experiences. Moreover, Cable and Turban (2001) suggest that research is required to investigate how applicants' beliefs prior to recruitment can affect their interpretation and processing of information about organizations as potential employers. Since an individual's choices of behaviour may depend upon the alignment of their alternatives with both the person's own beliefs and the beliefs of people whose opinion they value (Ajzen & Fishbein, 1980), applicants' perceptions of the social standing of organizations may affect the applicants' choice of organizations to pursue (Highhouse, Lievens, & Sinar, 2003). Furthermore, as potential applicants evaluate their level of person-organization fit with an organization, individual differences may act as moderators in the relationship between the characteristics of organizations, and the attractiveness of those organizations (Turban et al., 2001). Consequently, the model addresses applicants' beliefs and their interpretation of information and experience as predictors of organizational attractiveness. (See Figure 1: Conceptual Model.)

First, I suggest that applicants' perception of news coverage of a country, as conveyed by various sources of media, can influence the organizational attractiveness of firms from that country, notably foreign firms in developed markets. Next is a proposal that a potential applicant's experiences can influence the organizational attractiveness of foreign firms, when those experiences involved people from that market. Then, a set of two personal characteristics are offered as moderators of both of the prior two relationships. These characteristics are the applicants' affinity with the market in question, and their skill level in cultural intelligence. The final predictor is the applicants' preference for a type of psychological contract.

The examination of the model begins with the perception of tone of news in media coverage.

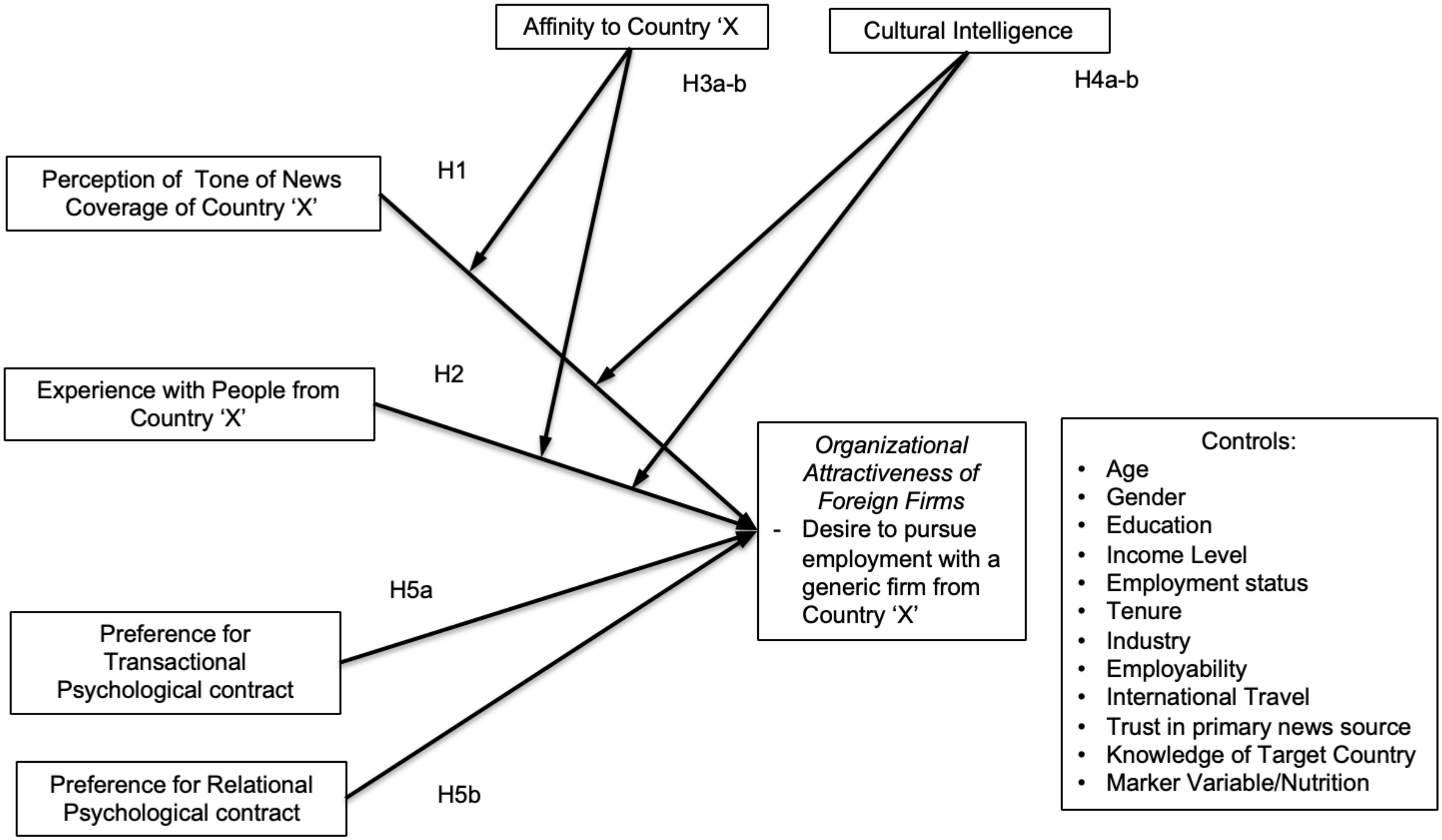


**Figure 1: Conceptual Model**

## 1.3. Perception of Tone of News Coverage in Media

Prior studies in Denmark and Canada asked non-Chinese university students about their willingness to work for a hypothetical Chinese firm within their respective country of residence COR (Tung, Worm, & Petersen, 2008; Tung, 2007). One highlight of their results was that the main reason given for hesitation in working for a Chinese company was disagreement with the Chinese government's policies and programmes. Notably, while this impediment may have been due to the inability of the students to disassociate Chinese firms from the Chinese government, the obstacle was not relevant to a particular job posting in the company, or the company itself, but to the political environment within the company's COO.

Examining the influence of an organization's environment has been identified as a direction for future research on organizational attractiveness (Ehrhart & Ziegert, 2005). In particular, an applicant's evaluation of their fit with an organization may take into account the person's fit with their environment (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). If an applicant perceives the environment within an organization to be representative of the environment from which the firm originated, then the applicant may be inclined to judge the firm based on the firm's home environment. Studies examining the connection between participants' perception of firms' national environment and organizational attractiveness have shown that participants viewed companies more favourably when those companies were from countries that were also regarded positively (Froese et al., 2010; Held & Bader, 2018).

A question that arises from these studies is this: How did participants form their opinions about the environment within another country? In this era of easy access to information (Dizard, 1997), one prospective answer to this question becomes 'mass media.'

Media coverage can influence individuals' preferences (Erfle & McMillan, 1990), choices (Joe, Louis, & Robinson, 2009), and actions (de Vreese & Boomgaarden, 2006). Preliminary research on the influence of the media on organizational attraction in an international setting showed a positive correlation between exposure to media from a foreign country and attraction to firms from that country (Froese & Kishi, 2013). An interesting detail about this study is that the forms of media under study were TV programs, movies and animation, otherwise known as 'entertainment' (Bates & Ferri, 2010). Entertainment that is produced in a country has the opportunity and ability to engender positive images of that country in the minds of people who view that entertainment (Bose & Ponnam, 2011; Kotler & Gertner, 2002).

Nonetheless, as anyone who consumes international news will attest, media coverage of a country entails more than the entertainment produced by that country. News stories provide information to viewers while creating the context for that information (Brammer & Millington, 2005). Topics that are covered by news media influence individuals' concerns, and have been shown to affect individuals' attitudes toward a myriad of political topics (Bartels, 1993; Behr & Iyengar, 1985).

News coverage can also affect people's attitudes toward foreign nations (Brewer, Graf, & Willnat, 2003; Kiousis & Wu, 2008). Furthermore, negative media can engender negative views of immigrants from those countries (Watson & Riffe, 2012) as well as of the countries themselves, whereas positive media has little impact (Wanta, Golan, & Lee, 2004). This difference in impact aligns with the negativity effect, whereby people place more weight on information viewed as negative than on information viewed as positive (Kanouse & Hanson Jr., 1972). Moreover, individuals determine the weight that they place on negative information as soon as they assess the information to be negative (Ito, Larsen, Smith, & Cacioppo, 1998). This propensity for the rapid evaluation of information could equate to knowledge workers immediately forming stronger, negative views of countries, upon hearing negative news, than forming positive views as a result of hearing positive news.

A classic case of negative media was seen in Canada in 2012. At that time, the Chinese state-owned enterprise, CNOOC Ltd., had offered to purchase the Canadian energy company, Nexen Inc. This was followed by a well-publicized warning to the Canadian government from the Canadian Security Intelligence Service (CSIS) that such acquisitions could be a threat to national security, with a similar caution going from the American House of Representatives' Intelligence Committee to American companies (Ljunggren, 2012). A 2012 report by the Conference Board of Canada described the feeling of many Canadians toward China as one of distrust (Grant, 2012). This distrust was evident in a poll from February 2012, where half (49%) the respondents felt that a Chinese take-over of a non-Chinese, foreign-owned company operating in Canada was bad or very bad, with 71% expressing similar feelings toward an equivalent take-over of a Canadian-owned company (Harris/Decima, 2012). Two years later, executives in Chinese state-owned enterprises (SOEs) in Canada were still feeling the effects of negative media coverage (Zhang, 2014).

The impact of negative media regarding foreign countries can be seen in actions, as well as opinions. One example of those actions was seen in the protests to acquisitions by companies from emerging markets (Yu & Liu, 2016). Other examples of the strong association between media coverage and behaviour of individuals was seen in the boycotts against American and Danish products in the Middle East due to American support for Israel in the case of the former, and publication of cartoons in Danish media that were seen as anti-Muslim, in the case of the latter (Mellahi, Demirbag, & Riddle, 2011).

An individual's level of knowledge about a topic affects what news events they pay attention to and, the less someone knows, the more they are swayed by choices made by journalists and editors [(Eilders, 1997) as cited in (Eilders, 2006)]. Moreover, people tend to believe that public reaction to news coverage is of the same valence as their own reaction (Gunther, 1998). Furthermore, a person who perceives that news coverage concerning a country is negative may also believe that others would see them in a negative light if they were associated with that country in some manner. Self-presentation theory assumes that every interaction between people involves a presentation to an audience, and that we often choose to present an idealized version of ourselves to others in order to manipulate the impression that we create in others (Goffman, 1959). Concerns related to self-presentation can affect attraction to organizations due to a person's relationship with those organizations being seen to reflect upon themselves (Highhouse, Thornbury, & Little, 2007). Thus, if individuals are exposed to negative news items about emerging markets, they may then choose to distance themselves from any representatives of that market, including firms, in order to present themselves in a favourable light, as seen by others. In essence, they would conclude that they did not fit well with the organization.

In summary, individuals respond to media coverage, both in their perspectives and in their subsequent actions. I propose that media coverage concerning foreign markets, such as political events (e.g. Romero, 2016) or business risks (e.g. Ovsey, 2014), will affect individuals' attraction toward firms from those markets. This brings us to the first hypothesis:

*Hypothesis #1: The perception of the tone of news coverage about a specific country will have a positive relationship to the organizational attraction to firms from that country.*

## 1.4. Experience

Experience provides fodder for human learning (Seibert, 1996). According to experiential learning theory, experience is a key ingredient in the learning process, where concepts stem from an initial experience, and are adapted as a result of further experience (Kolb, 1984; Kolb, Boyatzis, & Mainemelis, 2001). Consequently, what is learned can vary between people, depending upon both the experience and the person who has it. Experience provides input to our perceptions while, at the same time, perceptions colour our interpretation of experience (Campbell, 1967). The perceptions formed by knowledge workers who have had experience with people from other countries may then affect their willingness to work for firms from those countries, by influencing how much the individuals see themselves as fitting in with the people from those countries.

Attitudes that are formed as a result of experience are more easily accessible to people than attitudes formed from information (Fazio & Zanna, 1981). Furthermore, the stronger the reaction to an experience, the less likely that the memory of that reaction will be swayed by subsequent information (Hertel, 1982). One way to sway a person's attitudes toward others is through interactions with them. For example, frequent interactions over time can result in individuals replacing their initial impressions of others, formed on the basis of superficial information such as age and ethnicity, with an understanding of deep-level characteristics, such as attitudes and values (Harrison, Price, & Bell, 1998). The more involved a person is with people of other cultures, the more that that person can appreciate their attitudes and values, and thus anticipate reactions. Similarly, the more actively someone participates in an experience, the better they are able to predict future, similar situations (Newell & Rakow, 2007). This type of prediction may come into play when people are in new situations, such as knowledge workers being employed by firms from countries with which they are not familiar. The relevance of prior experience can also be seen in the case of expatriates who adjust more quickly to their host environments when they have prior international experience (Takeuchi & Yun, 2006).

Expatriates provide a sample with corresponding issues and experience to the knowledge workers who are my focus. Given the globalization of diverse industries, many business-people gain work experience in other countries, whether they go on short-term assignments or through business travel (Shaffer, Kraimer, Chen, & Bolino, 2012). Those who move abroad for work, via their own initiative or through a company assignment (Biemann & Andresen, 2010), are referred to as expatriates by the management field. Since both expatriates and host-country nationals working for foreign firms need to adjust to the foreign work environment to varying degrees (e.g. Caprar, 2011; Mendenhall & Oddou, 1985), I will use the experiences of expatriates as examples throughout this dissertation.

Opportunities for knowledge workers to interact with people from other countries can occur in multiple locations and in multiple domains. As with expatriates, the interactions may occur in the other person's home country, if the knowledge worker travels there. However, they may also occur in the knowledge worker's home country, or any other location where both people find themselves.

In addition to location, experiences can be differentiated according to the categories of 'work' and 'non-work' (Takeuchi, Tesluk, & Marinova, 2006; Takeuchi & Yun, 2006). Various experiences that take place while an individual is at work can have a broad-ranging effect on their overall work experience (Takeuchi, Yun, & Tesluk, 2002). For example, ambiguity or conflict regarding a person's role at work can lead to a reduction in their job satisfaction (Terry, Nielsen, & Perchard, 1993). Regarding the OA of firms from a specific country, work experience can be broken down further into employment within firms from that country, and other types of work experience. The reasoning behind this is that any experience that an individual has had while working for a firm from a specific country may become extrapolated to form expectations regarding other firms from that country. Moreover, an individual may have experience with people from a specific country while they work for a firm from another country.

Along with experiences at work, experiences that take place outside of work, i.e. 'non-work,' can provide context for experience at work, and context can then influence work experiences (Tesluk & Jacobs, 1998). The influential relationship between an individual's experiences in the domains of work and non-work is described as a spillover effect (Wilensky, 1960). Examples of non-work experiences that can affect an individual's work life include interactions with others outside of work (Rousseau, 1978) and adjustment in a cross-cultural situation (Takeuchi et al., 2002). Both work and non-work experience may influence a person's view of people from the specific country.

Regardless of the type or location of an experience, individuals perceive and assess the situation according to their own unique perspective (Sarason, Johnson, & Siegel, 1978). These assessments may have lasting repercussions, since the human brain resists the effort to change an impression that has already formed (Frame, 2012). This is particularly pertinent to negative impressions, which form even more quickly and are more resilient to change than positive impressions (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001). Correspondingly, a negative attitude can lead a person to avoid relevant situations (Peeters & Czapinski, 1990). For example, one of the considerations for potential expatriates in the decision to accept international assignments is the image that the individuals have, of the host country in question (de Eccher & Duarte, 2016).

Other ramifications of experiences deemed to be negative are multiple. Expatriates who experience an unsuccessful assignment in another country can be left with a range of ill effects ranging from a lack of self-confidence (Tung, 1988) to a hesitation from accepting another international assignment (Takeuchi & Chen, 2013). In the field of marketing, not only can a bad shopping experience inhibit shoppers' intention to purchase products, but the inhibition strengthens with the amount of involvement in the experience by the shopper (Swinyard, 1993).

People influence the groups of which they are members, just as the groups influence their individual members (Hornsey, 2008), This may be, in part, due to the tendency for people to emulate the behaviour of the people around them (Chartrand & Bargh, 1999). When these groups occur within organizations, individuals' experiences can lead to learning that affects their future behaviour at work (Moon, Choi, & Jung, 2013). Consequently, work experience can shape a person's motivation and attitudes (Tesluk & Jacobs, 1998), whether that experience is viewed either positively or negatively.

From the perspective of negative experience, if an individual witnessed a person from another country behaving in a manner that the individual deemed to be undesirable, the individual might wish to reduce the prospect of themselves behaving in a comparable manner by distancing themselves from other people from that country. Similarly, knowledge workers who have had a negative experience with a person from a foreign country may feel inhibited about engaging in further experiences with any representative of that country, as they would feel that they did not fit in with the type of behaviour that they feel might be commonplace among people from that country. If they assumed that employment with a firm from that country would bring them into contact with people who may display similar behaviour, their desire to work for a firm from that country would be diminished. Consequently, the level of organizational attractiveness for any firm from that country would be reduced.

Conversely, some knowledge workers may have had a positive experience with a person from another country. These experiences may be as simple as sharing a smile with a stranger, or as complex as developing their career while being employed by a firm from that country. The individuals may wish to increase their odds of repeating that experience by selecting an environment that provides the opportunity for similar experiences, such as working in an organization from that country.

This brings us to the second hypothesis:

*Hypothesis #2: Experience with people from a specific country will positively relate to the organizational attraction to firms from that country.*

## 1.5. Personal Factors

Two personal characteristics will be examined as moderators of the prior two variables. First is the personal attribute of cultural affinity, to be followed by the skill of cultural intelligence. Each will be described below, in turn.

### 1.5.1. Affinity to Firm COO

Cultural orientation can affect how people do business and with whom. For example, business owners' choices of strategies are often linked to their own cultural orientation (Chand & Ghorbani, 2011). Alkire (2014) surmised that job applicants would be drawn toward organizations that held beliefs and values that they recognized as being similar to their own. This assumption is consistent with the similarity-attraction effect, whereby people who agree with us will reinforce our own beliefs and, thus, enhance our positive feelings of ourselves (Byrne, 1971). Since values and beliefs are core components of culture (House & Javidan, 2004), applicants may be attracted to organizations that are grounded in a culture that is similar to their own.

The concept of ‘affinity’ in the business literature is often based on ‘similarity,’ as in the case of mortgage lenders who favoured applicants that were of the same race as themselves (Hunter & Walker, 1996). Even before being hired, the stronger the similarity between personality profiles and descriptions of organizations, the more that people prefer those organizations (Tom, 1971). This relationship is further supported by the similarity between managers within organizations (Schneider, Smith, Taylor, & Fleenor, 1998). In addition, a similar cultural orientation between people can result in common attitudes toward finances and personal items (Tung & Baumann, 2009) as well as facilitating international trade and investment (Chand & Tung, 2014b). Potential job applicants in a host country who share a country-of-origin with a firm may find the firm more appealing than other host-country nationals (Chand, 2013).

Nonetheless, a similar cultural background may not be sufficient to provide an adequate fit between applicants and organizations (Cook-Martín & Viladrich, 2009). Being raised in a culture does not guarantee that a person would hold the beliefs that are common to people of that culture (Fenton, 2007). Some people have the ability and motivation to adopt the behaviour and beliefs of cultures other than their own, which can improve their ability to conduct business with firms from those cultures (Sussman, 2000). The motivation to adopt another culture may be linked to the view of ‘affinity’ with the culture from the perspective of ‘liking’ that culture.

The concept of ‘affinity’ in regards to ‘liking’ something has been used in various contexts in the marketing and management literatures. One example of this can be seen in consumers’ pleasurable emotional state in a store being linked to an affinity for that store (Sherman, Mathur, & Smith, 1997). On an international level, consumers’ affinity for another country has been correlated with paying premiums for products from that country (Oberecker, Riefler, & Diamantopoulos, 2008), positive evaluation of the products from that country (Wongtada, Rice, & Bandyopadhyay, 2012), and ownership of the products from that country (Nes, Yelkur, & Silkoset, 2014).

In management, affinity for another culture has often been examined in relation to travel, whether it be for potential expatriates (Swift, 1999) or for the intention of general travel to the country, to the point where affinity had a stronger link to the intentions for travel than cognitive assessments of that country (Oberecker & Diamantopoulos, 2011). Intercultural affinity in expatriates has been equated to positive feelings toward both the home and host cultures (Kupka & Everett, 2008).

In contrast, negative feelings toward a country have been associated with the concept of 'animosity,' which refers to hostility remaining after a political, military, or economic event between countries (Klein, Ettenson, & Morris, 1998). Oberecker and colleagues (2008) proposed that affinity and animosity were distinct constructs that were negatively related, but not direct opposites of each other. This distinction has been supported by empirical work (Nes et al., 2014; Wongtada et al., 2012).

Nes and colleagues (2014) identified four dimensions of affinity with another country: culture, people, politics, and music/entertainment. An affinity with another country along these dimensions may have the potential to facilitate attraction to a firm from a target country by broadening an applicant's perspective, thus reducing the negative impact of bad news or a bad experience, and enhancing the positive effect of good news or a good experience.

One of the elements of culture that may be particularly relevant to this study is that of language, since a choice of language can be associated with an interest in news from countries in which that language is spoken (Kariel & Rosenvall, 1983). Moreover, if knowing the language of a country can help expatriates to adjust to that country (Huff, 2013), then an affinity with the language from a particular country may aid applicants in feeling comfortable with other people who use that language.

Not only can speaking the language of a region foster positive feelings about that region, but it can also influence political preferences (Clots-Figueras & Masella, 2013). Much attention has been devoted to the question of including views on politics within the realm of 'affinity'. Studies by Oberecker and Diamantopoulos (2011) and Wongtada and colleagues (2012) found that political views were more strongly associated with negative feelings toward a country than positive feelings. However, Nes and colleagues (2014) found a more nuanced relationship, in that politics could be associated with affinity, or positive affect, while war and economy were not.

Overall, applicants with an affinity for a country would perceive a stronger fit between themselves and firms from that country. Knowledge workers who have an affinity with a particular country would be more appreciative of the values and behaviours behind news reports from that country. They would have a more holistic perspective regarding experience with its people than individuals who did not feel an affinity for that country. Thus, I come to the following hypotheses:

*Hypothesis #3a: Affinity with a specific country will moderate the relationship between the perception of the tone of news coverage of that country and organizational attraction to firms from that country, by increasing the effect of the tone of news coverage.*

*Hypothesis #3b: Affinity with a specific country will moderate the relationship between individuals' experience with people from that country, and their organizational attraction to firms from that country, by increasing the effect of experiences.*

### 1.5.2. Cultural Intelligence

The second moderator that is pertinent to this study is cultural intelligence (CQ), which is a learned skill (Earley & Ang, 2003) that can assist individuals in adjusting to various cultural contexts. Thomas and colleagues (2008: 127) defined CQ as: "a system of interacting knowledge and skills, linked by cultural metacognition, that allows people to adapt to, select, and shape the cultural aspects of their environment." The elements of CQ which incorporate the flexibility to be both reactive and proactive in the environment, namely adaption, selection and shaping, drew from a definition of the underlying concept, intelligence, as proposed by Sternberg (1997). This flexibility is seen to be key to increasing a knowledge worker's attraction to foreign firms.

In addition to knowledge workers, a group of people who need to be flexible in their work environment consists of expatriates. Americans with high CQ were more likely to select a cultural environment by accepting a foreign-based job assignment (Engle, Dimitriadi, & Sadrieh, 2012). Knowledge workers could exercise their option to select their cultural environment by choosing to accept a position with a foreign firm while residing in their own country. They might proactively shape this environment by finding ways to share their beliefs and values with other employees. Adaptation may include altering their behavior to match the expectations of their employer, as in the case of the host-country nationals (HCNs) observed by Caprar (2011), resulting in the suggestion that further studies should examine CQ as a potential factor for the success of HCNs. Efforts to adapt or shape the cultural environment may be due to reasons as fundamental as continued employment, either from a personal desire on behalf of the individual or an expectation of this effort from the organization.

CQ has been studied through the lenses of two approaches. In the first approach, CQ has the four dimensions of motivation, cognition, behaviour and metacognition (Ang et al., 2007). In conjunction with the definition from the second approach as described, above, CQ consists of three facets, namely cultural knowledge, skills and metacognition (Thomas et al., 2008). The first facet, cultural knowledge, refers to knowledge of cultures in general, as well as specific similarities and differences, and the effect of culture on people. The second facet, cultural skills, consists of three types of skills, namely perceptual, relational, and adaptive skills. The third facet, metacognition, involves the ability to develop a plan for a multicultural interaction or situation, perceive the circumstances as they unfold, modify the plan if required, and learn from the experience. Overall, the metacognitive processes control the use of an individual's cultural knowledge and skills to accommodate the circumstances of the specific situation, resulting in culturally appropriate behavior.

An individual with a high level of CQ would have a stronger ability to predict behaviors (Bücker, Furrer, Poutsma, & Buyens, 2014), and thus be confident in their own capability to adapt or shape the environment, as the situation warranted. This confidence would raise the level of tolerance for ambiguity, thus reducing feelings of stress or anxiety. High levels of CQ are associated with low anxiety, higher job satisfaction and more effective communication in managers working for foreign firms (Bücker et al., 2014). High levels of CQ have also been associated with intercultural effectiveness (Thomas et al., 2012), job performance via work adjustment (Chen, Kirkman, Kim, Farh, & Tangirala, 2010), effective intercultural negotiations (Imai & Gelfand, 2010), as well as cultural judgment and decision making, cultural adaptation and task performance (Ang et al., 2007). Knowledge workers with high CQ would be able to interpret and appreciate other peoples' viewpoints and feel more comfortable in diverse cultural environments. This comfort level may precipitate an appreciation for foreign markets through the understanding of similarities and differences with the knowledge worker's home market. Furthermore, the flexibility borne from metacognition would temper the formation of perceptions of foreign markets that are based on either media or experience associated with people from those markets, whether the media or experience be positive or negative.

In conclusion, I offer the following hypotheses:

*Hypothesis #4a: An individual's level of cultural intelligence will moderate the relationship between their perception of the tone of news coverage of a specific country and their organizational attraction to firms from that country, by decreasing the effect of the perception of the tone of news coverage.*

*Hypothesis #4b: Individuals' level of cultural intelligence will moderate the relationship between their experience with people from a specific country, and their organizational attraction to firms from that country, by decreasing the effect of experience.*

## 1.6. Psychological Contracts

The final construct in the proposed model introduces the third independent variable, that of psychological contracts (Argyris, 1960). Psychological contracts were originally defined as implicit expectations that employees and firms held of each other, often prior to any relationship occurring between the person and the firm (Levinson, Price, Munden, Mandl, & Solley, 1962).

The concept of psychological contracts has since evolved to a definition of an unwritten contract based only on the beliefs of individuals (i.e. not of firms), in the obligations shared between the firm and the person (Rousseau, 1989). The firms and individuals may hold different beliefs about the presence or content of psychological contracts; the beliefs need not be mutual (Rousseau, 1990). There need only be a perception that there is agreement between the parties, not actual agreement (Rousseau & Schalk, 2000). Being based in perceptions, the obligations may be stated implicitly or explicitly and are differentiated from expectations (Robinson, 1996).

The model proposes that psychological contracts will have an effect on knowledge workers' perspectives of the organizational attractiveness of foreign firms. Various studies have identified multiple dimensions of psychological contracts. Rousseau (1995) juxtaposed the expected duration of the employment relationship with the degree of specificity of performance requirements to generate the following four types of psychological contracts: transactional (short and well-specified), transitional (short and unspecified), relational (long and unspecified), and balanced (long and specified). Theoretical models address the prospect of psychological contracts evolving between types during various stages of employment (O'Neill & Adya, 2007), and the prospect of a hybrid type that incorporates aspects of both the transactional and relational types (Millward & Herriot, 2000). The latter two types will form the basis of the current investigation into this topic, as they do in much of the literature on psychological contracts (e.g., Griep, Wingate, & Brys, 2017; Millward & Hopkins, 1998). Specifically, I propose that knowledge workers who prefer a transactional psychological contract, where the emphasis is on an economic trade between compensation and work provided, will be relatively indifferent to the environment in their place of work. Subsequently, this will increase their level of attraction to foreign firms. On the other hand, the second proposal regarding psychological contract states that knowledge workers who prefer a relational psychological contract, where the emphasis is on an environment that promotes loyalty and cohesion, will be less attracted to foreign firms that come from markets with different cultures and economic backgrounds.

Psychological contracts are related to many of the issues addressed by organizations, such as the design of reward systems and the extent to which the organization encourages and appreciates feedback from individuals (Schein, 1965). Morrison and Robinson (1997) propose that, if the beliefs that underlie employees' psychological contracts are incongruent with the employers' understandings of their commitments, the employees may perceive their psychological contracts as being violated. A perceived breach in psychological contracts is associated with both deviant behaviour (Kickul, 2001b) and reduced commitment to the organization (Coyle-Shapiro & Kessler, 2000). On the other hand, the fulfilment of psychological contracts is associated with organizational commitment and trust (Grimmer & Oddy, 2007), whereas unfulfilment of perceived promises is related to intentions to leave the organization (Kickul, 2001a).

The ability to move between organizations is a trait common to knowledge workers (Horwitz, Heng, & Quazi, 2003). This mobility is bolstered by their strong occupational commitment, which may take priority over organizational commitment (Vandenberg &

Scarpello, 1994). With the beliefs of employer obligations changing in tandem with the demise of life-long employment in many markets (Hiltrop, 1999), the perspective of mobile workers on psychological contracts becomes a direction for future research (Ehrhart & Ziegert, 2005).

The proposed model answers calls to investigate how expectations arising from societal culture affect psychological contracts (Allen & Vardaman, 2017). The influence of societal cultural values on recruitment provided a foundation for Ma and Allen's (2009) value-based recruitment (VBR) model. Based in signaling theory (Spence, 1973) and person-organization fit theory (Kristof, 1996), the model proposes that culture can influence an individual job candidate's understanding and choices in the following four ways: the signals that candidates focus on, the candidates' interpretation of those signals, the manner in which the signals affect candidates' reactions and decisions, and the degree to which candidates see themselves as fitting with the organizations' values.

Knowledge workers may base their assessment of their fit with a potential hiring organization on the beliefs they form from the signals they receive. Signaling theory refers to the ability of people, such as employers and applicants, to interpret characteristics of others, in order to create beliefs about each other (Spence, 1973). Applicants can glean signals about organizations from formal sources, such as the company's brochures (Williams & Bauer, 1994), as well as the surrounding environment and informal sources, such as recruiter characteristics, (Rynes, 1991). Signals can be used to facilitate decision-making in situations where there is a lack of full information, as is often the case during the recruitment process (Bangerter, Roulin, & König, 2012), when information about the hiring organization can be sparse (Rynes, Bretz, & Gerhart, 1991). In other words, signals matter.

For knowledge workers to believe that they fit well with a potential hiring organization, their beliefs about the obligations that the organization will fulfill must match the signals they receive from the COO of the organization. These beliefs are shaped by the messages and cues transmitted by the organization and the social setting, which are then interpreted by the individual (Rousseau, 1995). The individual's interpretation is grounded in their childhood, their own personal values, their prior relationship with the organization, and the society in which they live (Rousseau & Schalk, 2000). Subsequently, the combination of national culture and individuals' unique characteristics may contribute to the development of individuals' preferences for a type of psychological contract (Thomas, Au, & Ravlin, 2003). Furthermore, candidates' preferences for a type of psychological contract can affect the type of firm that attracts them (Thomas, Ravlin, Liao, Morrell, & Au, 2016).

The national environment of applicants may provide a context that influences the formation of their psychological contracts (Guest, 2004). Our description of that context will utilize the cultural dimensions defined by Hofstede and colleagues (2010). While these dimensions have been criticized by many, they have also provided the foundation for decades of cross-cultural research (Bing, 2004), both past and future (Kirkman, Lowe, & Gibson, 2006). Moreover, the dimensions provide a framework for both illustrating the culture within specific countries and comparing cultures between countries (Khan & Panarina, 2017).

Part of the cultural context of Canada and the USA is that the both countries house predominantly individualistic societies wherein each person's interests take precedence over the interests of groups, including society at large (Hofstede, Hofstede, et al., 2010). In individualistic societies, people take pride in their own achievements and personal success in competitive situations (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). Customized employment agreements become key features of psychological contracts in individualistic cultures, as seen in the USA (Rousseau, 2000a). Some of the other characteristics of individualistic societies that affect the business environment are that tasks take priority over relationships, selection of new employees is supposed to be governed by rules and based on skills, and employees are more likely to work toward achieving the employer's goals when those goals coincide with the employees' own interests (Hofstede, Hofstede, et al., 2010). These characteristics align with the specific and short-term nature of transactional psychological contracts, where work is exchanged for financial compensation (Rousseau, 1995; Rousseau, 1989).

Transactional psychological contracts are also related to innovative work behaviour in knowledge workers (Aggarwal & Bhargava, 2010). A work environment that gives knowledge workers the room to innovate is key to their productivity (Drucker, 1999). Psychological contracts are not only relevant to existing employee-employer relationships; they can also apply to the type of relationship that an individual would prefer (Rousseau, 2000b). Therefore, knowledge workers who prefer a transactional psychological contract may be focused on the nature of their work, including the potential for being innovative, and the subsequent compensation that they receive for that work. Who they work for, or with, becomes secondary. Consequently, knowledge workers in Canada who prefer transactional psychological contracts would be open to opportunities in foreign firms, regardless of the firms' COO. Thus, I present the next hypothesis:

*Hypothesis #5a: The more that individuals prefer a transactional psychological contract, the more they will be attracted to foreign firms.*

Differences in cultural dimensions can lead to complexities that may impact the attraction to foreign firms. In contrast to Canada and the USA, most countries on our planet, including many emerging markets, house societies that are collectivist, wherein the interests of groups, such as society at large, take precedence over individuals' personal interests (Hofstede, Hofstede, et al., 2010). In collectivistic societies, people take pride in the achievements and success of their groups (Triandis et al., 1988). Since the groups to which people belong, i.e. the "in-groups," provide security throughout life, people are expected to demonstrate continued loyalty to those groups (Hofstede, Hofstede, et al., 2010). Some of the characteristics of collectivistic societies that affect the business environment are that mobility within and between occupations is lower than in individualistic societies, relationships take priority over tasks, selection of new employees involves consideration of the groups of which applicants are members, and employees are members of groups who work toward achieving the employer's goals (Hofstede, Hofstede, et al., 2010).

Differences in group membership can lead to complexities that may impact the attraction to foreign firms. The construct of group membership has been explored by social identity theory, which argues that individuals form their own identity through membership in a desirable group, or in-group, and disassociate themselves from an undesirable group, or out-group (Tajfel & Turner, 1986). The categorization of other people into a person's in-group or out-group has multiple ramifications. First, individuals assume that members of their in-group will share beliefs similar to their own, more than members of their out-group (Allen & Wilder, 1979). Second, more frequent and comprehensive communication with members of an individual's in-group leads to stronger relationships than with members of their out-group (Hargie, Dickson, & Nelson, 2003). Effective communication can also be hindered by differing levels of fluency with a common language, as may be the case in subsidiaries of foreign firms (Liu & Li, 2002). Thus, knowledge workers who place high importance on strong relationships and communication at work may prefer not to work in firms where management come from cultures with different beliefs and language to their own.

Moreover, the differentiation between in- and out-groups has the potential for additional impact on potential applicants' perceptions of their future relationships with management of foreign firms. Even in individualist cultures, individuals perceive more cohesion within their in-group when there is an out-group; they also see members of an out-group as more homogenous than members of their in-group (Wilder, 1984). Additionally, individuals create a positive self-image by viewing their in-groups as being better than their out-groups (Wilder, 1984). This contention is supported by social dominance theory (SDT), which assumes that all human cultures are both hierarchical and that they actively oppress the less-dominant groups, or out-groups (Sidanius, 1993; Sidanius, Pratto, & Mitchell, 1994). This phenomenon may have an effect on potential applicants if they see people from foreign markets, and the firms from those markets, as being part of their out-groups.

This effect may be even stronger if applicants view the COO of the firms as being of a lower status than their own country. Globally, the potential for conflict between groups of people is minimized through the sharing of knowledge and beliefs that endorse the superiority of one group and the discrimination against others (Pratto, Sidanius, Stallworth, & Malle, 1994; Sidanius, Pratto, Van Laar, & Levin, 2004). Although members of a high-status group are more likely to promote the differences between groups than members of a low-status group (Christie & Ashburn-Nardo, 2011), members of both high- and low-status groups will show more favouritism to the group with higher status (Sidanius, 1993). If knowledge workers in Canada interpret signals from foreign markets as indicating that those markets are of lower status than Canada, then those knowledge workers may decide that organizations from foreign markets would not be a good fit for them.

Furthermore, styles of communication differ by cultures. In high-context cultures, the implicit meaning in a message carries more weight than the words being used, whereas the reverse applies to low context communication (Hall, 1976). Not only do these differences offer ample opportunity for miscommunication, but they also have implications for the way that people address conflict. High-context cultures gravitate toward the conflict management styles of avoidance and accommodation, whereas low-context cultures prefer to use a competitive style (Croucher et al., 2012). High-context communication is expected to be the norm in collectivist cultures, with low-context communication predominating in individualist countries (Gudykunst, 1997). These differences would then contrast the conflict management styles of collectivist countries like Brazil, China and India against the individualist countries of Canada and the USA. For example, in a study comparing preferences for conflict management styles, Americans consistently preferred a competitive style that showed high concern for their own interests (Pearson & Stephan, 1998). In contrast, Brazilians showed a more complex set of behaviours by emphasizing their concern for others when the conflict involved a member of their in-group, while choosing to shift more concern to themselves when the conflict involved a member of an out-group (Pearson & Stephan, 1998).

Brazilian culture tends to reside in the middle zone between individualism and collectivism, though it is much more collectivist than Canadian society (Hofstede, Garibaldi de Hilal, Malvezzi, Tanure, & Vinken, 2010; Hofstede, Hofstede, et al., 2010). In keeping with the distinctions between collectivist and individualist outlooks, not only do Latin Americans prefer to work in groups that incorporate interpersonal relations more than Anglo-Americans do, but they also assume that groups of Anglo-Americans will pay less heed to interpersonal relations than do groups of Latin Americans (Sanchez-Burks, Nisbett, & Ybarra, 2000). This assumption was supported by the preference for task-oriented workgroups by the Anglo-Americans in that same study (Sanchez-Burks et al., 2000). These differences in preferences could negatively affect the attractiveness of foreign firms, and particularly EMNE in a developed market.

Many emerging markets, such as India and China, are chiefly collectivist (Hofstede, Hofstede, et al., 2010). In China, mutual trust plays an important role in relationships between employees and employers (Lee, Tinsley, & Chen, 2000). Historically, Chinese people have demonstrated strong ethnocentricity and referred to non-Chinese as “foreign devils” (Scarborough, 1998). Correspondingly, promotions within firms from these countries are heavily dependent upon relationships (Witt & Redding, 2013). This record may provide a signal to potential applicants for a Chinese firm in Canada that developing trust with management and co-workers from China could be difficult.

Potential applicants in Canada may also anticipate similar tensions with Indian managers in Indian firms, based on signals concerning the stratification in Indian culture. Placement within one of the castes in traditional Indian society affects status within the business environment, in ways ranging from the level of formality used to address others, to the type of job that it would be appropriate for a person to hold (Shah, 2000). The solidarity within castes may give potential applicants further cause for concern, since Indians may also exhibit hostility toward people they perceive as being members of an out-group (Osman-Gani & Tan, 2002).

Taken together, the combination of differences in national culture, group membership and status, as well as preferences for communication and conflict management styles can lead to complexities in behaviour that may send perplexing signals to potential applicants of foreign firms. These differences could be particularly relevant for applicants who prefer a relational psychological contract, which is ambiguous and long-term, and where socio-emotional factors, such as loyalty, are part of the employment agreement (Rousseau, 1995; Rousseau, 1989). In other words, if applicants wish to formulate a long-term relationship with their employing firms, they might believe that these multiple differences would preclude this from happening with foreign firms. This leads us to our final hypothesis:

*Hypothesis #5b: The more that individuals prefer a relational psychological contract, the less they will be attracted to foreign firms.*

# Chapter 2. Testing the Model

A study was designed to test the entire conceptual model, as previously described. The chosen context was the country of Canada where, as of the latest census, Canadians self-identified with more than 250 ethnic origins, with more than 20% of the population being foreign-born (Statistics Canada, 2017a). As a multicultural country that has been founded on immigrants, many respondents could have originated in the same countries as foreign firms, or been familiar with people from those cultures.

Canada is a country that is very familiar with foreign firms. FDI into Canada increased by $381 billion between 2000 and 2019, to a total of $974 billion (Statistics Canada, 2020). This study focused on three countries with significant investments in Canada: one developed market (the USA), and two emerging markets: China and India. Both China and India are part of the BRIC foursome of emerging markets, i.e. Brazil, Russia, India and China. While the economies of China and India have been making a pronounced impact on the global economy, Brazil's economy has been under more strain (Hadavi, 2019). Consequently, Brazil was not included in the study. Furthermore, Russia was not included in this study since its reputation and investment in Canada has been hampered in recent years by sanctions against it, due to accusations of corruption, and its actions in Ukraine in 2014 (see Global Affairs Canada, 2018; Kalvapalle, 2017). As Canada's closest neighbour (geographically, culturally and economically), the USA is also the top investor in Canada (Statistics Canada, 2018b), thus serving as a contrast to the two emerging markets.

Consistent with the global trend of increasing outward investment from emerging markets (Khanna & Palepu, 2006; Mathews, 2006), China ranked among the top nine countries investing in Canada in 2017, with China's investment in Canada growing by 289% from 2007 to 2017 (Statistics Canada, 2018b). Though much of the news coverage concerning Chinese worldwide investment revolves around the energy sector (e.g. French, 2004), Chinese companies from industries as diverse as health-care and photoelectric technology have also been opening facilities in Canada (Chiang, 2016). Similarly, Indian companies in Canada are thriving in consulting ("TCS opens Vancouver office," 2004), Information Technology (IT) (Ghosh, 2014), and natural health sectors, as well as others ("Strengthening of Canada-India commercial relationship," 2018).

Also of interest is that approximately 40% ($403m) of total FDI into Canada in 2019 was in knowledge-intensive industries such as finance, insurance, and management (Statistics Canada, 2020). Firms in knowledge industries require knowledge workers. Countries, like Canada, that offer an educated and experienced talent pool, along with a reliable infrastructure and education system, present an appealing environment for organizations interested in expanding internationally (Walberg, 2013). The benefit to the Canadian economy is noteworthy: in 2016, 1.9 million people were employed by foreign-controlled firms in Canada, which was equivalent to 12% of jobs in the country (Statistics Canada, 2018a).

## 2.1. Methods

### 2.1.1. Procedure

Prior studies examining OA of foreign firms have tended to follow one of two formats. In the first format, survey respondents were randomly assigned to questions regarding a company or companies from only one country (e.g. Alkire, 2014; Holtbrügge & Kreppel, 2015). In the second format, survey respondents were asked to answer questions concerning firms from numerous countries (e.g. Froese & Kishi, 2013; Held & Bader, 2018). This study used a hybrid of these formats that allowed respondents to express a preference for a firm from a particular country, while minimizing the potential for survey fatigue from answering all questions about all countries. The exact format of this survey will be described in a subsequent section.

The survey was housed online and available to respondents with access to the Internet. One of the methods that was used to provide respondents with a personal focus was the use of adaptive questioning, whereby the answers to certain questions were linked to logic that selected the subsequent questions (Kehoe & Pitkow, 1996).

Early versions of the survey had been tested for coherency within the author's personal network, using a pen-and-paper format. The time taken ranged from 25 to 35 minutes. When building the online version of the survey, a variety of question formats were used, in order to further reduce the effect of common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012). Options for questions included Likert response format, sliders that provide continuous data, and drop-down lists.

The original measures described in the subsequent section utilized a variety of 5-, 7- and 9-point Likert response formats, based on the original response format from each measure. This strategy provided variety to the respondents, and potentially reduced the likelihood of participants providing responses with minimal thought. Similarly, one question used a slider as a means of providing variety in response formats.

### 2.1.2. Pilot

Before collecting data to test the proposed hypotheses, a small-scale pilot study was conducted with respondents from the author's personal network (n=24). The main purpose of the pilot was to verify the functioning of the logic between sections of the online survey (Simsek & Veiga, 2001). In addition to completing the online survey, respondents were invited to offer comments on the survey design; many provided such comments. In response to their suggestions, minor changes to formatting and wording were made. Several questions pertaining to experience, psychological contracts and demographics were deleted. These questions had been additional to those that directly addressed the hypotheses.

### 2.1.3. Survey Launch

Data for the study were collected through a panel of respondents from Qualtrics, an online survey company. Under the guidance of the Qualtrics services department, two soft launches were conducted. A number of questions were added or moved to serve as filters, namely one asking respondents if they considered themselves as knowledge workers and another on respondents' gender.

These filters were necessary as the study examines the perceptions of knowledge workers and a gender balanced sample was deemed necessary. Questions were added to confirm that respondents lived in Canada, and inquired of their province of residence, in an effort to achieve representation from across the country. Finally, in order to set and maintain a maximum of 5% of respondents being retired, a question regarding employment status was moved from the demographic section at the end of the survey, to the beginning of the survey.

During the second soft launch, the median duration for responses was 12 minutes. Qualtrics set the minimum time for valid responses to be half the median. Thus, any respondents who spent less than six minutes would have their data removed from the final dataset.

The final survey was conducted during the 14th to 19th of December 2019. The time that respondents had the survey open ranged from 5.8 minutes to 4 hours and 38 minutes. The median duration for all 304 respondents was 14 minutes; average time taken was 18 minutes.

### 2.1.4. Sample Size

The planned technique for analyzing data was partial-least-squares structural equation modeling (PLS-SEM). PLS-SEM is a second-generation statistical technique that surmounts the limitations of prior methods (Hair Jr., Hult, Ringle, & Sarstedt, 2014). Specifically, PLS-SEM can handle both multi-item and single-item constructs (Hair Jr. et al., 2014), such as those that were used to measure the various types of experience. Moreover, PLS-SEM makes few assumptions about the data being analyzed, meaning that it works well with non-linear data, complex models and small sample sizes (Hair Jr. et al., 2014; Hox & Bechger, 1998).

Because of the way that PLS-SEM conducts the analysis, the size of the sample is actually irrelevant to the complexity of the model (Hair Jr. et al., 2014). This lack of constraint on sample size is in direct opposition to the limitations of earlier regression techniques. For example, one prior guideline suggested a minimum sample size of 50 cases for a simple model (VanVoorhis & Morgan, 2007), while others suggested a minimum of 100, with a recommendation of 200 (Boomsma, 1982, 1985). Other methods of determining the minimum sample size included formulas, such as $N \geq 50 + 8m$ where $m$ is the number of variables (Green, 1991). Given the eight variables in this study, multiplied by eight, then multiplied by three countries, this formula would result in a requirement of a minimum of 242 cases. Another, more straightforward formula suggests using 10 times as many cases as there are variables in the model (Nunnally, 1978). In this study, 10 times the 8 variables resulted in a need for 80 cases for each of the three countries being studied, for a total of 240 cases.

In contrast, recommendations for sample size when using PLS-SEM are simply for 200 cases (Hox & Bechger, 1998; Kline, 2011). Alternatively, various programs can be used to determine sample size, based on power analyses (Hair Jr. et al., 2014). One such program is G*Power (Faul, Erdfelder, Buchner, & Lang, 2009). According to a priori analysis in G*Power, this study required 89 observations per group to be able to detect $R^2$ values of around 0.15, with a significance level of 5% and a statistical power of 95%. (See Appendix A: Output from G*Power.) To create a buffer, the requested sample size was increased to 100 respondents for each of the three countries selected for the study, for a total sample of 300. The next section describes the respondents who actually participated in the study.

### 2.1.5. Sample

The entire sample of the main study consisted of 315 observations. Eleven of these observations were deleted due to straight-lining (i.e., selecting either neutral or first option for all items in each measure). All 304 of the remaining respondents declared themselves to be knowledge workers who resided in Canada; subsequently, all were retained in the final sample. (See Table 1: Overview of Online Sample and Table 2: Online Sample Breakdown by Province and Condition.) Six of 304 respondents did not report their country of birth. The remaining 298 respondents represented 37 countries of birth, with 224 people being born in Canada, 9 in China, 6 in India, and 1 in the USA. In terms of gender, 51% of respondents were female (n = 155; males = 148; other = 1). Respondents represented a wide range of options in employment status, with 59% being employed full-time (n = 179). Similarly, respondents represented a wide range of options in education status, with the largest group having attained a bachelor's degree (33.6%, n = 102). Respondents were randomly assigned to one of the three conditions: American MNE= 95, Chinese MNE = 99, Indian MNE = 110, as described below. For further information on respondents, please see Table 3: Frequencies of Controls.

**Table 1: Overview of Online Sample**

| **Knowledge Worker** | **Male** | **Female** | **Other** | **Total** |
|---|---|---|---|---|
| | 148 | 155 | 1 | 304 |
| | | | | |
| **Employment Status** | **Male** | **Female** | **Other** | **Total** |
| Student | 3 | 6 | | 9 |
| Unemployed | 6 | 14 | | 20 |
| Employed part-time | 24 | 31 | | 55 |
| Employed full-time | 95 | 84 | | 179 |
| Self-employed | 15 | 7 | 1 | 23 |
| Retired | 4 | 2 | | 6 |
| Other | 1 | 11 | | 12 |
| *Total for Employment Status:* | *148* | *155* | *1* | *304* |
| | | | | |
| **Education Status** | **Male** | **Female** | **Other** | **Total** |
| No schooling completed | 2 | | | 2 |
| Less than high school | | | | 0 |
| Some high school | 3 | 1 | | 4 |
| High school graduate | 23 | 28 | | 51 |
| Some college credit | 27 | 36 | | 63 |
| Associate degree (e.g.: AA, AS) | 14 | 21 | | 35 |
| Bachelor's degree (e.g.: BA, BS) | 53 | 49 | | 102 |
| Master's degree (e.g.: MS, MBA) | 18 | 13 | | 31 |
| Professional degree (e.g.: MD, | 6 | 3 | | 9 |
| Doctorate degree (e.g. PhD, EdD) | 2 | 3 | 1 | 6 |
| *Sub-total* | *148* | *154* | *1* | *303* |
| Missing | 0 | 1 | 0 | 1 |

**Table 2: Online Sample Breakdown by Province and Condition**

| | USA | China | India | Sub-Total |
|---|---|---|---|---|
| **Male by Province** | | | | |
| British Columbia | 2 | 3 | 8 | 13 |
| Alberta | 4 | 6 | 7 | 17 |
| Saskatchewan | 3 | | 3 | 6 |
| Manitoba | 1 | 3 | 3 | 7 |
| Ontario | 13 | 15 | 15 | 43 |
| Quebec | 16 | 14 | 12 | 42 |
| New Brunswick | 3 | 3 | 4 | 10 |
| Nova Scotia | 1 | 2 | 3 | 6 |
| Newfoundland and Labrador | | 1 | 1 | 2 |
| No response | 2 | | | |
| *Total for Male by Province* | *45* | *47* | *56* | 148 |
| | | | | |
| **Female by Province** | | | | |
| British Columbia | 8 | 12 | 9 | 29 |
| Alberta | 5 | 7 | 10 | 22 |
| Saskatchewan | 5 | 2 | 3 | 10 |
| Manitoba | 6 | 2 | 2 | 10 |
| Ontario | 16 | 19 | 21 | 56 |
| Quebec | 8 | 7 | 5 | 20 |
| New Brunswick | | 2 | | 2 |
| Nova Scotia | 1 | | 2 | 3 |
| Newfoundland and Labrador | 1 | 1 | | 2 |
| No response | | | 1 | |
| *Total for Female by Province* | *50* | *52* | *53* | 155 |
| | | | | |
| **Other: New Brunswick** | | | 1 | 1 |
| | | | | |
| **Total** | **95** | **99** | **110** | **304** |

**Table 3: Frequencies of Controls**

| **Name of Control** | **n** | | **Name of Control** | **n** |
|---|---|---|---|---|
| **Age** | | | **Years in workforce** | |
| 16-25 | 31 | | <1 | 12 |
| 26-35 | 62 | | 1-10 | 83 |
| 36-45 | 70 | | 11-20 | 73 |
| 46-55 | 54 | | 21-30 | 54 |
| 56-65 | 68 | | 31-40 | 48 |
| 66-75 | 19 | | >40 | 23 |
| **Travel - Visited 6 months or less** | | | **Travel - Lived >6 months** | |
| No | 212 | | No | 281 |
| Yes | 69 | | Yes | 23 |
| **Household income** | | | **Industry** | |
| <19,999 | 20 | | Agriculture | 14 |
| 20,000-29,999 | 27 | | Arts, entertainment | 11 |
| 30,000-39,999 | 29 | | Accommodation and food service | 1 |
| 40,000-49,999 | 28 | | Administration and support | 9 |
| 50,000-59,999 | 25 | | Construction | 17 |
| 60,000-69,999 | 24 | | Education | 26 |
| 70,000-79,999 | 27 | | Finance and insurance | 30 |
| 80,000-89,999 | 21 | | Health care and social assistance | 30 |
| 90,000-99,999 | 32 | | Information and cultural industries | 10 |
| 100,000-124,999 | 26 | | Manufacturing | 8 |
| 125,000-149,999 | 22 | | Management of organizations | 20 |
| >150,000 | 19 | | Mining, quarrying, oil and gas | 5 |
| **Trust in news source** | | | Professional services | 20 |
| Very much | 67 | | Public administration | 13 |
| Considerable | 112 | | Real estate, rental and leasing | 6 |
| Some | 88 | | Recreation | 3 |
| Small/Not at all | 35 | | Retail trade | 23 |
| **Knowledge/ 4 questions** | | | Services except Public admin. | 4 |
| 0 correct | 39 | | Scientific and technical services | 6 |
| 1 correct | 69 | | Transportation and warehousing | 5 |
| 2 correct | 70 | | Utilities | 4 |
| 3 correct | 61 | | Waste management services | 3 |
| 4 correct | 65 | | Wholesale trade | 6 |
| | | | Not Applicable | 29 |

### 2.1.6. Survey Structure

The final survey was divided into four sections, as follows. In Section 1, all respondents were asked to read a recruitment ad which was a modification of the ad used by Alkire (2014). Because respondents' interest in pursuing jobs with an organization can be affected by the respondents' perceptions of the reputation of the organization (Cable & Turban, 2003), only the name of a fictional placement agency was identified, as per Alkire and Avey (2013) and Alkire (2014). See Appendix B for the full survey questionnaire.

The ad from a placement agency was recruiting for a generic firm from one of three countries, and followed by three blocks of questions. The first block consisted of questions regarding organizational attraction to the firm described in the recruitment letter. The second block consisted of one question that asked respondents to rank generic firms from six countries in order of their preference. Those six countries consisted of three developed markets and three emerging markets, specifically, Canada, Japan, and the USA, and Brazil, India, and Mainland China.

The third block in Section 1 consisted of an open-ended question asking respondents to write whatever came to their minds when they thought of the country in question. Although the responses to this question cannot be used as a variable for data analysis, they may, nevertheless, provide useful ideas for future research.

In Section 2, all respondents received questions on their views of two types of psychological contracts. In Section 3, respondents were assigned to a group of questions that was specific to the COO of the generic firm in the recruitment letter. Each group consisted of four blocks of questions pertaining to the same country. The first three blocks were offered in random order, and addressed one of the following topics: media, experience, or affinity. The fourth block contained two sets of questions. The first set tested the respondents' knowledge of the country in question. The second set asked if the participant had visited or lived in the country in question, and for how long. Finally, in Section 4, all respondents received questions on all remaining topics, such as cultural intelligence, control items and demographics.

### 2.1.7. Measures

Please see Appendix C: Measures for Survey Questionnaire for a full list of items per measure.

*Dependent Variable: Organizational attractiveness.* Attraction to a company from each of the targeted countries was measured with four items on a 5-point scale from Turban et al. (2001), who had adapted the measure from Turban and Keon (1993). Sample item: How much would you like to work for the client company described in the recruitment letter? (1=none to 5=a great deal). The variable had a mean of 3.11, sd=1.03, and acceptable reliability, $\alpha$=.91.

*Independent Variables*

*Perception of Tone of News in Media Coverage of Country 'X'.* Respondents were asked how they would describe the tone of the recent news coverage concerning one of the specific countries in question, based on work by Watson and Riffe (2012). Six items were adapted from Martin and Eroglu's Country Image Scale (1993) (1=very unfavorable to 7-Very favorable). The variable had a mean of 3.95, sd=1.15, and acceptable reliability, $\alpha$=.78.

*Experience.* Questions regarding respondents' experiences were adapted from Stangor et al. (1996). Respondents were prompted to choose three experiences that they considered to be particularly important in shaping their attitudes toward the people from one of the target countries. In addition to identifying the country where the experience occurred, respondents were asked their current feeling about each of these experiences (1=very negative to 9=very positive). As well, respondents were asked much they agreed or disagreed that they actively participated in each experience, as adapted from Swinyard (1993) (1=strongly disagree to 7=strongly agree). The variable score was determined by multiplying the score for feelings by the score for participation, for a range of 1 to 63. The variable had a mean of 34.88, sd=17.08, and acceptable reliability, $\alpha$=.81.

*Affinity.* The 19-item affinity scale was designed by Nes et al. (2014) (1=strongly disagree to 7=strongly agree). Items are grouped into five categories. Examples of items within each category are "I like <Mainland China>" from *Affinity;* "I appreciate <Mainland China's> history" from *Culture/landscape;* "I like the language in <Mainland China>" from

*Music/Entertainment*; "I feel the people in <Mainland China> are open and friendly to foreigners" from *People*; and "The role of <Mainland China> in world politics is admirable" from *Politics*. The variable had a mean of 4.43, sd=1.08, and acceptable reliability, α=.89.

*Cultural Intelligence.* All 10 items from the Short Form measure of Cultural Intelligence (SFCQ) from Thomas et al. (2015) were used as originally designed. The fifth response option was changed from "Extremely well" to "A great deal" (1=Not at all to (5=A great deal.) Sample item is "I know the ways in which cultures around the world are different." The variable had a mean of 3.28, sd=0.79, and acceptable reliability, α=.89.

*Psychological Contracts.* The scale for psychological contracts was adapted from Ravlin et al. (2012) (1=strongly disagree to 5=strongly agree). Following the lead of Rousseau (2000b) and Grimmer (2007), questions alternated between transactional and relational items. Sample items included "Compensate me based on what other companies do for similar employees" for *transactional* contracts, and "Support me in matters outside of work" for *relational* contracts. Transactional psychological contracts had a mean of 4.04, sd=0.65, and acceptable reliability, α=.84. Relational psychological contracts had a mean of 3.78, sd=0.64, and acceptable reliability, α=.75.

*Controls*

The study also included several control variables. First, respondent *age* has been shown to be significantly and positively related to the organizational attraction to foreign firms (Newburry et al., 2006). *Level of Education* and *Household Income* have also been shown to be significantly and negatively related to the organizational attraction to foreign firms (Newburry et al., 2006). *Gender* has been shown to have a varied relationship with the organizational attraction to foreign firms. In studies in both the USA and Latin America, women preferred foreign firms more than men did, with the American women preferring firms from more culturally-similar countries (Newburry et al., 2006; Newburry et al., 2014). In contrast, another study looking at firms from emerging market firms found no relationship between gender and organizational attraction (Alkire, 2014).

The next control variable was *employability* as past research has suggested that, if respondents felt that they had fewer options for employment, they could be more attracted to any job opportunity. The scale for employability was from Berntson and Marklund (2007). *Employment status* was also included as a control. Unemployed individuals are more likely to express higher levels of attraction to foreign firms than those who are employed (Newburry et al., 2014). The extent of respondent's work experience is related to the emphasis they place on the characteristics of the organization (Roque Gomes & Gonçalves Neves, 2010) and thus *tenure* was our next control variable. Industry has also been shown to be related to OA to foreign firms (Holtbrügge & Kreppel, 2015). The study also tested for the relationship between *international travel* and OA of foreign firms. Although Held and Bader (2018) did not find a relationship between respondents' international travel experience and the organizational attraction to foreign firms, few of their respondents had travelled to the targeted countries. Given that Canada is a country of immigrants, it was likely that many respondents would fit this criterion. Traveling to a country may denote an interest or affinity to that country, which may influence an individual's assessment of their fit with firms from that country. The next control variable was *trust in primary news source.* Consumers of news items may disagree with the way that a news source conveys the message of the item, while concurrently believing the content of the item (Meyer, 1988). Lastly, the study included *knowledge of target country,* as adapted from Gil de Zúñiga et al (2012). Knowledge of a country may provide individuals with an informed base on which to assess how well they would fit with firms from that country.

## 2.1.8. Data Analysis

*Data Cleaning and Coding.* Once the required number of observations were achieved, the survey was closed, and data were downloaded from Qualtrics. Then, data was cleaned and coded.

*Data preparation - Experience.* Data from the study was examined further, in preparation for analysis. The construct of Experience required specific attention. The objective when designing the survey was to ask questions that respondents were willing and able to complete. If any respondent chose to refrain from answering more than 30% of the questions in the survey, their data would be deleted from the analysis using listwise deletion (Cheema, 2014). Since no single variable constituted more than 30% of the questions in the survey, data from a respondent that skipped all of the questions related to any particular variable was not expected to be deleted on the basis of that one variable. This was particularly pertinent to the construct of Experience, since there might have been a limited number of respondents who had relevant experience for their assigned country.

The survey included a question asking if respondents had had any experience with a person or people from the country from the condition to which they had been assigned. Survey logic was created so that respondents who selected ‘no’ as a response would skip subsequent questions concerning that type of experience. Seventeen respondents skipped this question; another 87 (28.6%) selected ‘no’ as a response. Because the data from the latter group did not exist for this variable, but was not of the same nature as truly ‘missing’ data since it was not randomly omitted, the observations that did not provide data on experience were not included in the data analysis. The resulting dataset, consisting of the 202 respondents who reported experiences with people from the relevant country in their condition, was used for testing all hypotheses. (See Table 4: Respondents' Experience with People from Country ‘X’.)

**Table 4: Respondents' Experience with People from Country ‘X’**

| Q4.1n | Experience with American | Yes | No | Don't Know | Missing | Sub-Total |
|---|---|---|---|---|---|---|
| Male | | 34 | 10 | 0 | 1 | 45 |
| Female | | 38 | 10 | 0 | 2 | 50 |
| | *Sub-Total* | *72* | *20* | *0* | *3* | *95* |
| Q9.1n | Experience with Chinese | Yes | No | Don't Know | Missing | Sub-Total |
| Male | | 33 | 12 | 0 | 2 | 47 |
| Female | | 25 | 23 | 0 | 4 | 52 |
| | *Sub-Total* | *58* | *35* | *0* | *6* | *99* |
| Q14.1n | Experience with Indian | Yes | No | Don't Know | Missing | Sub-Total |
| Male | | 37 | 17 | 0 | 2 | 56 |
| Female | | 32 | 15 | 0 | 6 | 53 |
| Other | | 1 | 0 | 0 | 0 | 1 |
| | *Sub-Total* | *70* | *32* | *0* | *8* | *110* |
| | Total: All | 200 | 87 | 0 | 17 | 304 |
| | Skipped Yes/No Question but Provided Data on Experiences | | | | | |
| Male | Experience with Chinese | 1 | | | | |
| Female | Experience with Indian | 1 | | | | |
| | Total Observations | 202 | 87 | 0 | 15 | 304 |

*PLS-SEM.* The decision was made to use partial least squares structural equation modelling (PLS-SEM), rather than covariance-based SEM (CB-SEM), due to the strength of PLS-SEM in explaining variance, or prediction of the dependent variable (Hair Jr. et al., 2014). From a theoretical standpoint, this variance-based approach to SEM (Hair Jr. et al., 2014) is particularly useful in testing and validating models in the early stages of development (Henseler, Ringle, & Sinkovics, 2009), such as this one.

On a practical level, PLS-SEM is particularly useful when the model is complex, based on the number of constructs and indicators per construct (Chin, 1998). Specifically, PLS-SEM is useful for models with more six constructs (Sarstedt, Ringle, & Hair, 2017), even if there is multicollinearity between the constructs (Garson, 2016).

Moreover, PLS-SEM can handle models with more than 50 indicators (or scale items) in total, more than four indicators per construct, and a sample size of 30 to 100 (Olya, 2017). The model for this study was designed with eleven key constructs (including interactions), 62 indicators in total, including 19 indicators for Affinity, and a targeted sample size of 100 respondents per condition/foreign firm. Thus, PLS-SEM was deemed to be an appropriate method for data analysis.

Path models in PLS can be divided into two key components, as described by Hair Jr. et al. (2014). The first component is the structural, or inner, model that illustrates the constructs, based on the conceptual model. The second component is the measurement, or outer, model which illustrates the indicator variables that are used to measure and, thus, create, each of the constructs. (See Figure 2 - Path Model.)

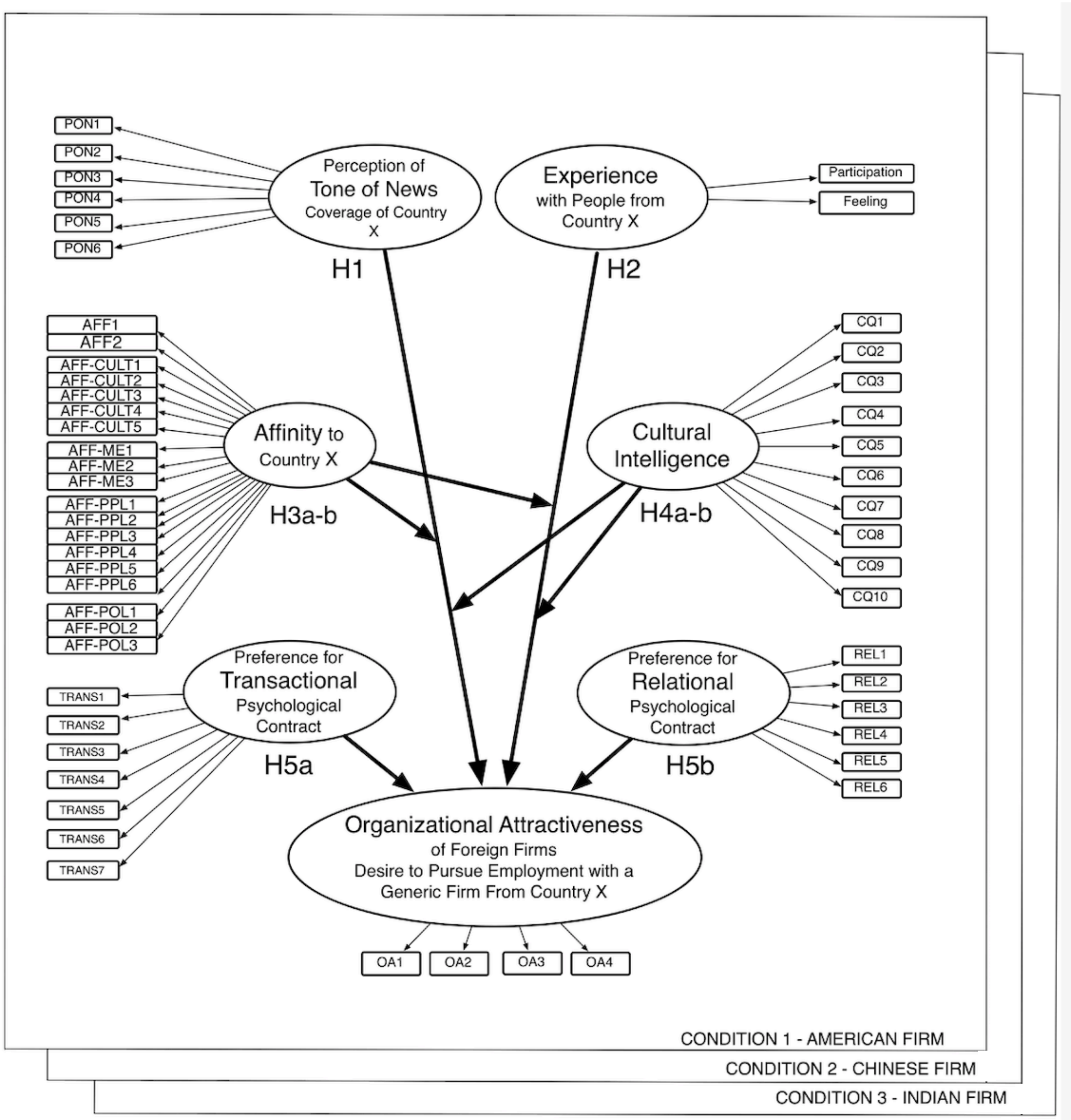


**Figure 2: Path Model**

*Preparing the Model.* The path model was built in SmartPLS 3.3.2 (Ringle, Wende, & Becker, 2015). To begin, constructs and paths for each condition were created. Path models in PLS require each construct to be linked within the network of constructs (Henseler, Hubona, & Ray, 2016). This meant that, in order to create interactions in PLS, each moderator variable also needed to have one or more direct links to other variables. For this study, Affinity and CQ were directly linked to OA. Following the recommendations of Becker et al (2018), interactions were built using the “Two-Stage” approach. In this approach, scores were obtained for each of the independent variables using the path model, then used in a multiple linear regression on the score for the dependent variable, OA (Henseler & Fassott, 2010).

*Missing Data.* The data was examined using R and RStudio (R Core Team, 2013; RStudio Team, 2015). Little's Missing-Completely-at-Random test (MCAR) (Little, 1988) produced a significant result ($\chi 2 = 4676.301$, $df = 4121$, $p = <0.001$), indicating that data were not missing completely at random. SmartPLS includes two methods for addressing missing data: listwise deletion and mean substitution (Garson, 2016). Research provides little support for the use of listwise deletion (Peters & Enders, 2002), particularly since it implies that the study's target population is limited to only those respondents who answer every question on surveys (Newman, 2014). In contrast, multiple imputation has received recommendations (Cheema, 2014) based on its usefulness in a wide range of situations (Allison, 2003). Consequently, multiple imputation was conducted, using the MICE package (Multivariate imputation by chained equations Buuren & Groothuis-Oudshoorn, 2010) in R. SmartPLS requires unstandardized data, although results are standardized (Garson, 2016). With the dataset complete, focus turned to analysis.

*Analysis.* The PLS analysis consisted of three categories. First was the evaluation of the measurement model and component constructs, followed by the evaluation of the structural model and path analysis (Garson, 2016; Hair Jr. et al., 2014). Path analysis includes bootstrapping as part of the normal process of determining significance (Garson, 2016). This process produces slightly different results in every instance, due to the process of taking and replacing random samples (Garson, 2016).

The third category of PLS analysis was the comparison of path coefficients between conditions, using multi-group analysis (Henseler et al., 2009). For ease of reference, sources substantiating both measurement methods and interpretation of results will be reported in the section for results.

*Common Method Variance*

The presence of common method bias was assessed via a marker variable (Richardson, Simmering, & Sturman, 2009). Ideally, this variable has a small number of items, novel content, and prior evidence of reliability (Lindell & Whitney, 2001). Moreover, the variable was similar in response format to the key variables being studied, selected a priori, and identified in the section of this dissertation that describes measures (Simmering, Fuller, Richardson, Ocal, & Atinc, 2015).

The scale for "Use of Nutrition Information" was chosen as a marker variable a priori, from Moorman (1998), who reported reliability of 0.71 for alpha. The content was novel, distinct from other variables of this study, and followed a similar response format. Response options ranged from "1-Strongly disagree" to "7-Strongly disagree." A sample item is "I use nutrition information on the label when making most of my food selections."

The Nutrition variable was used in in three ways to assess the presence of Common Method Variance (CMV). First, correlations with other latent variables were examined, as per Simmering et al. (2015). Absolute values of all correlations with Nutrition were below 0.4. (See Table 5: Correlation Table.)

The second method for evaluating CMV was to examine differences between results from the one-tailed analysis of the models with the 11 key variables, with and without Nutrition, as per Rönkkö and Ylitalo (2011). A comparison of the R-Square adjusted between the models showed no notable differences. (Model with 11 key variables = 0.28; model with 11 key variables and Nutrition = 0.289.)

In the third test, Nutrition showed a moderately significant relationship to the dependent variable, OA [Beta = 0.146, p-value = 0.04]. Taken together, results for the assessment point to the conclusion that the potential for CMV in this study could be interpreted as being low to moderate.

*Additional Analysis*

Further analysis was conducted using regression in R, on each of the three conditions, as well as on geographic regions. The American and Indian conditions showed no significant results. The single relationship showing a significant result in the Chinese condition was between Experience and OA [Beta = 0.115, p-value=.047, CI (0.001, 0.229)]. Finally, relationships within geographic regions in Canada were examined by grouping provinces into four regions: British Columbia (BC)-Prairies, Ontario, Quebec, and Atlantic. The only significant result from any of the four regions was between Affinity and OA in the BC-Prairies region [Beta = 0.78, p-value=.005, CI (0.24, 1.31)].

## 2.2. Results

*Comparison of Models.* Following the procedure developed by Chin (2010), preliminary path analysis was conducted on a model with all controls, and another model without controls. Then, the two models were compared to determine if the controls, as a group, significantly improved the model. By conducting an F-test in R using the R-square adjusted (0.327 and 0.28, respectively), the resulting F-Statistic of 0.95 was not larger than the Critical F value of 1.76. Thus, the controls, as a group, did not make a significant contribution to the model. Consequently, only the four control variables that had a significant relationship with OA in this analysis were included in the final version of the model. Those four variables were Employment Status (Employed Full-time), Industry (Services), Travel (Visited-yes), and Nutrition.

*Discriminant Validity.* Values lower than 0.9 in the heterotrait-monotrait ratio of correlations (HTMT) were assumed to represent appropriate levels of discriminant validity (Henseler, Ringle, & Sarstedt, 2015). All values in this study were lower than 0.9, thus achieving discriminant validity. (See Table 6: Heterotrait-Monotrait Ratio, HTMT.)

### 2.2.1. Structural Model

The examination of the structural model began with the assessment of overall fit; then path coefficient estimates, their significance, and the coefficient of determination ($R^2$) (Benitez, Henseler, Castillo, & Schuberth, 2020). The final step was the assessment of predictive relevance (Q2) (Akter, D'Ambra, & Ray, 2011).

*Model Fit*

The standardized root mean square residual (SRMR; Henseler et al., 2014) tends to be the common measure of goodness of fit in PLS-SEM (Cepeda-Carrion, Cegarra-Navarro, & Cillo, 2019). The model in this study met the criteria of an SRMR value less than 0.1 (SmartPLS GmbH, 2020), as the SRMR = 0.09.

Next, the outer loadings of indicators were examined. Although the generally-acceptable level for standardized loadings is 0.7 (Chin, 1998), most of the loadings in this study did not achieve that level. (See Table 7: Outer Loadings.) Furthermore, the average of loadings for three latent variables did not achieve a level of 0.7 or higher.

However, since the levels for both construct reliability and model goodness-of-fit were acceptable, all indicators were retained in the subsequent analysis.

*Structural Model Path Coefficients*

Path coefficients were determined by using the PLS algorithm and bootstrapping with one-tailed analyses. Results were used to assess the significance of the hypotheses. Bias-corrected confidence intervals (CI) represent 5% and 95%, respectively. (See Figure 3: Model with Path Coefficients and Table 8: Path Coefficients and Respective Bias-Corrected Confidence Intervals.)

**Table 5: Correlation Table**

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | OA | | | | | | | | | |
| 2 | Tone of News | 0.43*** | | | | | | | | |
| 3 | Experience | 0.19* | 0.36*** | | | | | | | |
| 4 | Affinity | 0.43*** | 0.66*** | 0.52*** | | | | | | |
| 5 | CQ | 0.23** | 0.29*** | 0.29*** | 0.36*** | | | | | |
| 6 | PC-Transactional | 0.17* | 0.28*** | 0.34*** | 0.26*** | 0.34*** | | | | |
| 7 | PC-Relational | 0.16* | 0.25** | 0.27*** | 0.31*** | 0.38*** | 0.59*** | | | |
| 8 | Age | 0.04 | 0.19* | 0.26*** | 0.22** | -0.04 | 0.21** | 0.07 | | |
| 9 | Education-Degree | -0.01 | 0.04 | -0.14 | -0.09 | 0.01 | 0.01 | -0.10 | -0.10 | |
| 10 | Income – 70,000 and up | 0.08 | 0.03 | 0.11 | 0.05 | 0.17* | 0.14 | 0.02 | 0.01 | 0.17* |
| 11 | Gender-Female | -0.12 | -0.12 | -0.01 | -0.14 | 0.11 | 0.11 | 0.05 | -0.09 | -0.01 |
| 12 | Employability | 0.26*** | 0.31*** | 0.19* | 0.28*** | 0.39*** | 0.32*** | 0.27*** | 0.05 | 0.06 |
| 13 | Employment Status | 0.15 | -0.02 | 0.03 | 0.09 | 0.05 | 0.02 | -0.05 | -0.22** | 0.08 |
| 14 | Tenure | 0.07 | 0.16* | 0.23** | 0.21** | -0.01 | 0.24** | 0.12 | 0.79*** | -0.16* |
| 15 | Industry-Services | -0.01 | 0.06 | 0.07 | 0.03 | 0.14 | 0.05 | 0.08 | 0.05 | 0.26*** |
| 16 | Travel - Visited-Yes | 0.14 | -0.08 | 0.05 | 0.09 | 0.16* | 0.13 | 0.12 | 0.14 | 0.14 |
| 17 | Trust in News Source | 0.21** | 0.17* | 0.07 | 0.19* | 0.21** | 0.29*** | 0.33*** | 0.02 | 0.02 |
| 18 | Knowledge | 0.09 | -0.10 | 0.20** | 0.04 | 0.19* | 0.27*** | 0.11 | 0.16* | 0.12 |
| 19 | Nutrition | 0.09 | 0.13 | 0.24** | 0.23** | 0.24** | 0.19* | 0.16* | 0.30*** | -0.02 |

*p < .05, **p < .01, ***p < .001.

Continued on next page

| | | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
|---|---|---|---|---|---|---|---|---|---|---|
| 11 | Gender-Female | -0.08 | | | | | | | | |
| 12 | Employability | 0.34*** | -0.08 | | | | | | | |
| 13 | Employment Status Employed full-time | 0.27*** | -0.09 | 0.24** | | | | | | |
| 14 | Tenure | 0.02 | -0.08 | 0.11 | -0.19* | | | | | |
| 15 | Industry-Services | 0.19* | 0.11 | 0.10 | 0.13 | 0.02 | | | | |
| 16 | Travel - Visited-Yes | 0.12 | -0.08 | 0.09 | -0.07 | 0.20* | 0.09 | | | |
| 17 | Trust in News Source | -0.11 | 0.06 | 0.16* | -0.01 | 0.03 | 0.05 | 0.01 | | |
| 18 | Knowledge | 0.10 | -0.11 | 0.04 | 0.00 | 0.16* | 0.01 | 0.30*** | 0.04 | |
| 19 | Nutrition | 0.13 | 0.15 | 0.11 | -0.11 | 0.21** | 0.23** | 0.04 | -0.05 | 0.09 |

*p < .05, **p < .01, ***p < .001

**Table 6: Heterotrait-Monotrait Ratio of Correlations (HTMT, Discriminant Validity)**

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|---|
| 1 | OA | | | | | | | | |
| 2 | Tone of News | 0.551 | | | | | | | |
| 3 | Experience | 0.258 | 0.481 | | | | | | |
| 4 | Affinity | 0.501 | 0.731 | 0.628 | | | | | |
| 5 | Affinity*Tone-of-News | 0.143 | 0.199 | 0.121 | 0.254 | | | | |
| 6 | Affinity*Experience | 0.187 | 0.148 | 0.206 | 0.341 | 0.624 | | | |
| 7 | CQ | 0.296 | 0.334 | 0.367 | 0.459 | 0.052 | 0.119 | | |
| 8 | CQ*Tone-of-News | 0.017 | 0.113 | 0.031 | 0.126 | 0.273 | 0.262 | 0.308 | |
| 9 | CQ*Experience | 0.14 | 0.076 | 0.103 | 0.141 | 0.239 | 0.468 | 0.257 | 0.601 |
| 10 | PC-Transactional | 0.229 | 0.4 | 0.404 | 0.399 | 0.09 | 0.174 | 0.439 | 0.077 |
| 11 | PC-Relational | 0.261 | 0.394 | 0.348 | 0.431 | 0.1 | 0.099 | 0.524 | 0.132 |
| 12 | Employment Status-Employed full-time | 0.147 | 0.084 | 0.023 | 0.151 | 0.027 | 0.044 | 0.081 | 0.005 |
| 13 | Industry-Services | 0.1 | 0.099 | 0.04 | 0.081 | 0.073 | 0.039 | 0.098 | 0.093 |
| 14 | Travel - Visited-Yes | 0.123 | 0.166 | 0.093 | 0.216 | 0.011 | 0.036 | 0.174 | 0.089 |
| 15 | Nutrition | 0.216 | 0.225 | 0.242 | 0.304 | 0.066 | 0.166 | 0.311 | 0.253 |

| | | 9 | 10 | 11 | 12 | 13 | 14 |
|---|---|---|---|---|---|---|---|
| 10 | PC-Transactional | 0.124 | | | | | |
| 11 | PC-Relational | 0.186 | 0.793 | | | | |
| 12 | Employment Status-Employed full-time | 0.027 | 0.116 | 0.06 | | | |
| 13 | Industry-Services | 0.174 | 0.101 | 0.039 | 0.104 | | |
| 14 | Travel - Visited-Yes | 0.075 | 0.137 | 0.14 | 0.066 | 0.021 | |
| 15 | Nutrition | 0.234 | 0.253 | 0.321 | 0.096 | 0.168 | 0.06 |

**Table 7: Outer Loadings**

| Indicators | Outer | Average | | Indicators | Outer | Average |
|---|---|---|---|---|---|---|
| OA - 1/Like to work | 0.91 | 0.92 | | Experience-Feelings | 0.97 | 0.90 |
| OA - 2/Likely to | 0.92 | | | Experience - | 0.83 | |
| OA - 3/Attractive | 0.91 | | | Affinity - 1/Like | 0.76 | 0.58 |
| OA - 4/Effort | 0.93 | | | Affinity - 2/Fondness | 0.72 | |
| News - 1/Political | 0.65 | 0.68 | | Affinity - 3/History | 0.55 | |
| News - 2/Economic | 0.64 | | | Affinity - 4/Food | 0.48 | |
| News - 3/Tech | 0.58 | | | Affinity - 5/ | 0.62 | |
| News - 4/Business | 0.79 | | | Affinity - 6/Arts | 0.59 | |
| News - 5/Social | 0.71 | | | Affinity - 7/ | 0.47 | |
| News - 6/Culture | 0.74 | | | Affinity - 8/Music | 0.52 | |
| CQ - 1 | 0.64 | 0.70 | | Affinity - 9/Movies | 0.53 | |
| CQ - 2 | 0.72 | | | Affinity - 10/Language | 0.66 | |
| CQ - 3 | 0.72 | | | Affinity - 11/Friendly | 0.57 | |
| CQ - 4 | 0.64 | | | Affinity - 12/ | 0.71 | |
| CQ - 5 | 0.73 | | | Affinity - 13/ | 0.73 | |
| CQ - 6 | 0.71 | | | Affinity - 14/Mentality | 0.65 | |
| CQ - 7 | 0.72 | | | Affinity - 15/ | 0.64 | |
| CQ - 8 | 0.61 | | | Affinity - 16/Identify | 0.23 | |
| CQ - 9 | 0.74 | | | Affinity - 17/Policies | 0.54 | |
| CQ - 10 | 0.76 | | | Affinity - 18/ | 0.49 | |
| PC-Trans - 1 | 0.75 | 0.70 | | Affinity - 19/Admirable | 0.59 | |
| PC-Trans - 2 | 0.72 | | | PC-Rel - 1 | 0.79 | 0.65 |
| PC-Trans - 3 | 0.71 | | | PC-Rel - 2 | 0.68 | |
| PC-Trans - 4 | 0.69 | | | PC-Rel - 3 | 0.52 | |
| PC-Trans - 5 | 0.70 | | | PC-Rel - 4 | 0.61 | |
| PC-Trans - 6 | 0.58 | | | PC-Rel - 5 | 0.65 | |
| PC-Trans - 7 | 0.74 | | | PC-Rel - 6 | 0.68 | |

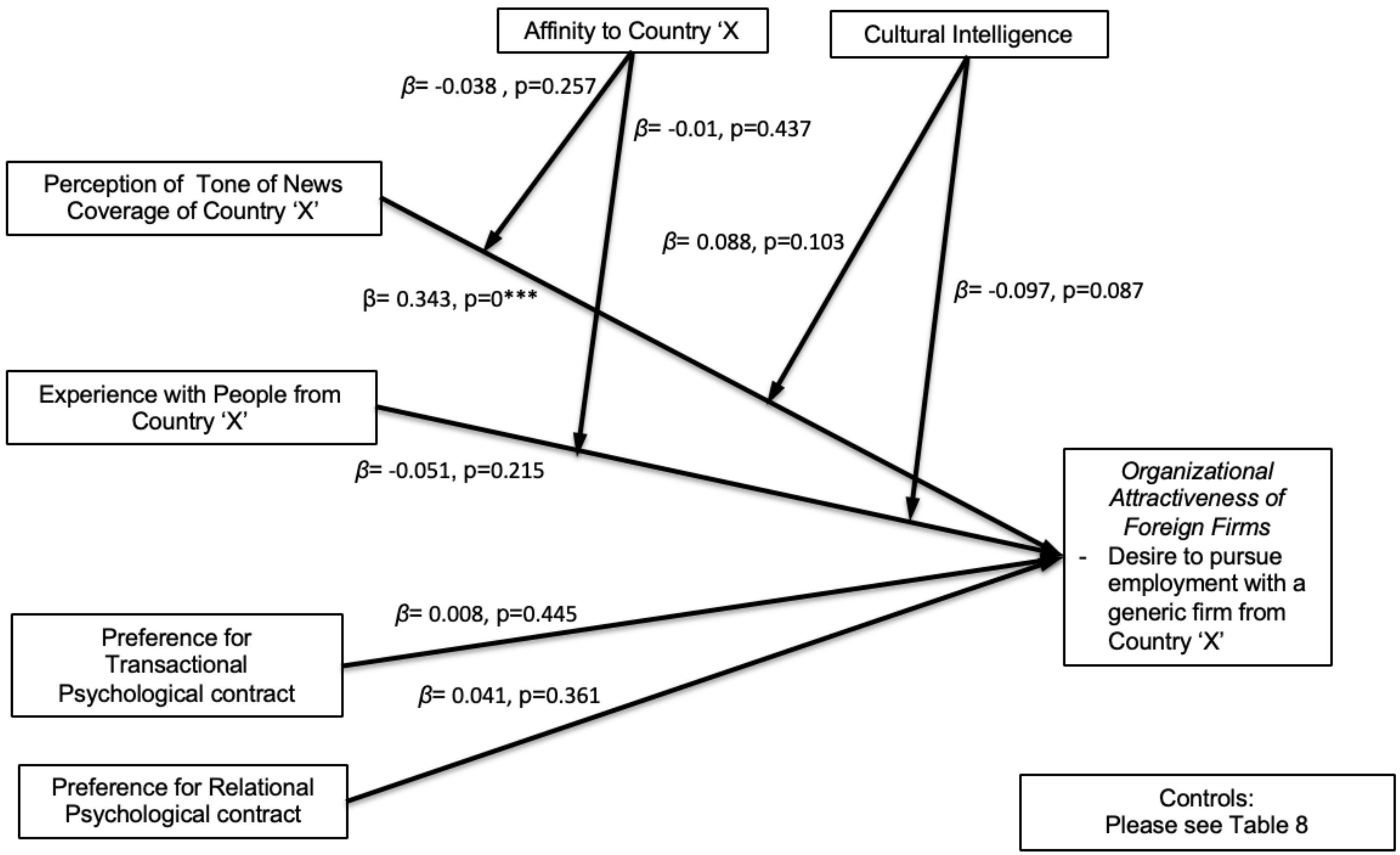


**Figure 3: Model with Path Coefficients**

**Table 8: Path Coefficients and Respective Bias-Corrected Confidence Intervals**

| Path Coefficients | Beta | p-values | 5.00% | 95.00% |
|---|---|---|---|---|
| Tone of News -> OA | 0.343 | 0*** | 0.231 | 0.502 |
| Experience -> OA | -0.051 | 0.215 | -0.156 | 0.051 |
| Affinity -> OA | 0.145 | 0.089 | -0.047 | 0.257 |
| Affinity*Tone-of-News -> | -0.038 | 0.257 | -0.131 | 0.068 |
| Affinity*Experience -> OA | -0.01 | 0.437 | -0.128 | 0.094 |
| CQ -> OA | 0.096 | 0.114 | -0.037 | 0.212 |
| CQ*Tone-of-News -> OA | 0.088 | 0.103 | -0.021 | 0.24 |
| CQ*Experience -> OA | -0.097 | 0.087 | -0.237 | 0.012 |
| PC-Trans -> OA | 0.008 | 0.445 | -0.157 | 0.089 |
| PC-Rel -> OA | 0.041 | 0.361 | -0.122 | 0.172 |
| Employment Status - | 0.155 | 0.003** | 0.067 | 0.255 |
| Industry-Services -> OA | -0.144 | 0.008** | -0.253 | -0.051 |
| Travel_Visited-Yes -> OA | 0.112 | 0.013* | 0.044 | 0.224 |
| Nutrition -> OA | 0.146 | 0.039* | -0.041 | 0.254 |

*p < .05, **p < .01, ***p < .001

Hypothesis #1 predicted a positive relationship between the perceived tone of news coverage from a firm's COO, and OA to that firm. This relationship was significant [Beta = 0.343, p-value = 0, CI (0.231, 0.502)], thus, the hypothesis is supported.

Hypothesis #2 predicted a positive relationship between experience with people from a firm's COO, and OA to that firm. This hypothesis was not supported [Beta = -0.051, p-value = .215, CI (-0.156, 0.051)].

Hypothesis #3a predicted that affinity would moderate the relationship between the perceived tone of positive media coverage (news) and OA. This hypothesis was not supported [Beta = -0.038, p-value = .257, CI (-0.131, 0.068)].

Hypothesis #3b predicted that affinity would moderate the relationship between experience and OA. This hypothesis was not supported [Beta = -0.01, p-value = .437, CI (-0.128, 0.094)].

Hypothesis #4a predicted that CQ would moderate the relationship between the perceived tone of positive media coverage (news) and OA. This hypothesis was not supported [Beta = 0.088, p-value = .103, CI (-0.021, 0.24)].

Hypothesis #4b predicted that CQ would moderate the relationship between the experience and OA, by decreasing the effect of experience. This hypothesis was not supported: [Beta = -0.097, p-value = .087, CI (-0.237, 0.012)].

Hypothesis #5a predicted a positive relationship between the preference for a transactional psychological contract and OA. This hypothesis was not supported [Beta = 0.008, p-value = .445, CI (-0.157, 0.089)].

Hypothesis #5b predicted a negative relationship between the preference for a relational psychological contract and OA. This hypothesis was not supported [Beta = 0.041, p-value = .361, CI (-0.122, 0.172)].

*Coefficient of Determination ($R^2$ Value) Adjusted*

Adjusted $R^2$ was used, due to the high number of exogenous variables (Garson, 2016). The result for $R^2$ [0.329] was just within the range of 0.30 to 0.60, meaning that the model explained a moderate amount of variation in the independent variable, OA (Sanchez, 2013; Sarstedt et al., 2017).

*Predictive Relevance ($Q^2$)*

The Stone-Geisser $Q^2$ value (Geisser, 1974; Stone, 1974) demonstrates the extent to which the path model predicts the original data (Hair Jr. et al., 2014). The predictive-sample-reuse technique consists of a blindfolding process to estimate omitted data for a block of indicators (Chin, 1998). The predicted data points are then compared to the original, omitted data points (Hair Jr. et al., 2014). An omission distance of 7 was used in this study, which fits within the range of 5 and 10 recommended by Hair, Hollingsworth, Randolph, and Chong (2017). The result for $Q^2$ in this study [0.296] was above 0, thus exhibiting predictive relevance for OA (Hair Jr. et al., 2014).

### 2.2.2. Multi-group analysis (MGA)

The last step in analyzing data in PLS was to conduct a multi-group analysis (MGA) that compared the path models from the three conditions (American, Chinese and Indian) to each other (Henseler et al., 2009). Results showed significant differences between the models in two set of relationships. The first set concerned the interaction of tone of news and CQ, and OA, when comparing the Chinese and Indian conditions [Beta = 0.433, p-value = 0.048] as well as the Chinese and American conditions [Beta = 0.457, p-value = 0.043]. The second set concerned the relationship between full-time employment status and OA, when comparing the Chinese and American conditions [Beta = -0.422, p-value = 0.006] as well as the Indian and American conditions [Beta = -0.356, p-value = 0.005]. (See Table 9: Parametric Tests for Multi-Group Analysis between Conditions.)

**Table 9: Parametric Tests for Multi-Group Analysis between Conditions**

| | Path Coefficients-diff (COO-Chinese - COO-Indian) | Path Coefficients-diff (COO-Chinese - COO-American) | Path Coefficients-diff (COO-Indian - COO-American) | p-Value (COO-Chinese vs COO-Indian) | p-Value (COO-Chinese vs COO-American) | p-Value (COO-Indian vs COO-American) |
|---|---|---|---|---|---|---|
| Tone of News -> OA | -0.12 | -0.03 | 0.09 | 0.326 | 0.449 | 0.361 |
| Experience -> OA | 0.136 | 0.205 | 0.069 | 0.257 | 0.165 | 0.351 |
| Affinity -> OA | 0.047 | 0.137 | 0.09 | 0.445 | 0.28 | 0.38 |
| Affinity*Tone-of-News -> OA | 0.109 | -0.007 | -0.115 | 0.327 | 0.49 | 0.284 |
| Affinity*Experience -> OA | 0.092 | -0.096 | -0.188 | 0.364 | 0.345 | 0.195 |
| CQ -> OA | 0.022 | 0.176 | 0.154 | 0.465 | 0.233 | 0.228 |
| CQ*Tone-of-News -> OA | 0.433 | 0.457 | 0.024 | 0.048* | 0.043* | 0.457 |
| CQ*Experience -> OA | -0.344 | -0.237 | 0.107 | 0.072 | 0.152 | 0.287 |
| PC-Trans -> OA | 0.007 | -0.136 | -0.143 | 0.489 | 0.29 | 0.261 |
| PC-Rel ->OA | 0.166 | 0.126 | -0.04 | 0.296 | 0.334 | 0.431 |
| Employment Status_ Employed full-time -> OA | -0.066 | -0.422 | -0.356 | 0.348 | 0.006** | 0.005** |
| Industry-Services -> OA | -0.077 | 0.109 | 0.186 | 0.338 | 0.264 | 0.125 |
| Travel-Visited-Yes -> OA | 0.05 | -0.008 | -0.058 | 0.353 | 0.479 | 0.333 |
| Nutrition -> OA | -0.188 | -0.471 | -0.283 | 0.229 | 0.01** | 0.11 |

*p < .05, **p < .01, ***p < .001

## 2.3. Discussion

Of the many factors that can affect a firm's ability to attract workers, its COO may prove to be a liability (Hong & Kim, 2017; Ramachandran & Pant, 2010). The effect of the COO may be related to factors such as the firm's industry and the HR practices (Holtbrügge & Kreppel, 2015) as well as a range of characteristics of the potential applicants (e.g., Newburry et al., 2014). Building upon research into the relevance of images within the minds of potential applicants, to OA (Held & Bader, 2018), the aim of this study was to examine relationships between individuals' experience and perceptions, and their attraction to foreign firms.

Consistent with the proposed model, results demonstrated a significant relationship between individuals' perception of the tone of news and OA to a foreign firm. To provide context, the study was conducted in December 2019. This was prior to general knowledge of the COVID-19 outbreak in China and the declaration from the World Health Organization of a global pandemic (Center for Infectious Disease Research and Policy (CIDRAP), 2019; Ghebreyesus, 2020). Instead, news in Canada included extensive coverage of a Chinese telecommunications company, Huawei, regarding concerns over security (MacDonald, 2019; Tunney, 2019). Moreover, Huawei's Chief Financial Officer, Meng Wanzhou, had been held in Canada for a year, awaiting possible extradition to the USA on charges of violating sanctions against Iran (Little, 2019).

Also in December 2019, one of the frequent topics in Canadian news was the potential impeachment of the American president, Donald Trump (The Associated Press, 2019). Meanwhile, news about a controversial citizenship law in India sparked protests in Canada (Holliday, 2019). Whereas positive views of a country have been seen to engender positive views of the firms from that country (Froese et al., 2010; Held & Bader, 2018), the perception of negative tone of news may have been extended to negative views of the firms from that country. Drawing on the theory of fit with an organization being affected by the perception of fit with the environment (Mitchell et al., 2001), these news items may have affected the way that prospective applicants viewed their fit with foreign firms as representing the environment in those countries.

The relationship between individuals' perception of the tone of news and OA to a foreign firm did not show any significant differences when compared between pairs of the three conditions in the multi-group analysis. This would imply that the perception of the tone of news had a similar effect on OA to American, Chinese, and Indian firms. Essentially, good news about a country was associated with higher levels of attraction, and bad news with lower levels, regardless of the country in question. Thus, there was evidence of LOF but neither LOR nor LOE.

Of particular interest in the multi-group analysis is the relationship between the interaction of Tone of News and CQ, and OA. The moderating effect of CQ was significantly stronger in the Chinese condition than in either the American or Indian conditions. This would suggest that LOR was at play here, since the effect was not similar across all three conditions, nor was the effect similar in the two emerging markets, which would have suggested LOE.

It would appear that OA to Chinese firms is more susceptible to the influence of tangential factors than OA to either Indian or American firms. One of these factors may be the perception that many Chinese firms are associated – or under the direction of – the Chinese government. To be fair, this concern has merit: China has over 51,000 state-owned enterprises, with a combined value of more than USD 29 trillion (OECD, 2017). An example of a firm that is not one of these enterprises, as it is owned entirely by employees, is Huawei (Liu, 2020). Nonetheless, Huawei is still seen as a security threat in many countries (Kaska, Beckvard, & Minarik, 2019). Further investigation into reasons for this suspicion would suggest an alternate area of research.

Similar to Newburry et al. (2014), employment status also had a positive, significant relationship with OA in the PLS analysis. However, the specific results merit further comment. While Newburry et al. found that unemployed individuals in Latin America had higher levels of OA to foreign firms, results from this study in Canada found that higher levels of OA were associated with individuals who were employed full-time.

The multi-group analysis of employment status shows an even-more nuanced picture. Respondents who were employed full-time showed a significantly higher level of OA to the American firm than to either the Chinese or Indian firm. This result suggests the existence of LOE, which concurs with the findings of Alkire (Alkire, 2014).

In contrast to the aforementioned relationships, most of the relationships in the proposed model were not found to be significant. An examination of potential reasons for these results begins with the methods. A paid, online panel of 304 knowledge workers in Canada was randomly divided into three conditions, differentiated by the COO of the foreign firm: USA, Mainland China, or India. Studies on the use of online paid panels have concluded that they can be equally appropriate and provide valid results, in comparison to more traditional methods of conducting surveys (Porter, Outlaw, Gale, & Cho, 2018; Walter, Seibert, Goering, & O'Boyle, 2018). Moreover, all measures met the test of reliability in both convergent and divergent validity.

In terms of data, all respondents met the criterion of considering themselves to be knowledge workers. As long as knowledge workers with required skills are in high demand (PwC, 2017), their ability to move between organizations (Horwitz et al., 2003) may result in more options and, thus, an opportunity to be selective in the type of organization that attracts them. In contrast, manual workers may have fewer options, resulting in a higher level of transactional psychological contracts. If a company is in a position to offer employment, manual workers may be obliged to view the firm in a positive light.

Consistent with prior findings by Holtbrügge and Kreppel (Holtbrügge & Kreppel, 2015), industry had a positive, significant relationship with OA. In this case, individuals in non-service industries had significantly higher attraction to foreign firms than individuals in service industries. This distinction may have been due to the inclusion of public-service workers within the grouping of service industries. Traditional careers within public service tend to exhibit a long tenure within the same organization (McDonald, Brown, & Bradley, 2005), which would imply a lower level of interest in moving to another organization, such as a foreign firm.

In another contrast to prior literature, this study found that international travel was significantly related to OA, though, again, with stipulations. On one hand, results were consistent with Held and Bader (2018), in that having lived in the COO of the foreign firm was not shown to have a significant relationship to OA. On the other hand, having visited the COO of the foreign firm for six months or less had a significant relationship to OA to the foreign firm. This result may be explained by the concept of culture shock, whereby individuals in the first stage of exposure to a foreign culture are brimming with enthusiasm for the new environment (Adler, 1975). Individuals who still embrace the novel aspects of a foreign culture after visiting there may find it easier to see themselves as fitting well with an organization from that culture.

In looking at travel from a different angle, we see that hundreds of thousands of people from our three countries of interest have travelled to Canada, in search of a new home. Their dispersion and integration – or lack thereof – throughout the country may have engendered strong feelings. As a result, affinity was significantly related to OA in only one geographic area during this study: BC-Prairies.

Since the beginning of the 21st century, "the share of recent immigrants in the Prairie provinces has more than doubled," resulting in percentages of new immigrants of 4% in Saskatchewan, 5% in Manitoba, and 17% in Alberta (Statistics Canada, 2017a). Meanwhile, 28% of people living in British Columbia (B.C.) are immigrants, which exceeds the national average of 22% (NewToBC, 2018). According to the 2016 Canadian Census, five of the major cities in B.C.'s Lower Mainland have immigrant populations greater than 40%: Metro Vancouver, Burnaby, Coquitlam, Richmond and Surrey (NewToBC, 2018).

Many of these immigrants are ethnically Chinese, yet very diverse, coming from more than 130 countries (Guo & Devoretz, 2006), though predominantly from Mainland China, Vietnam, Hong Kong, and Taiwan (Wang & Lo, 2005). Many Taiwanese disagree with the politics from Mainland China (Liu & Li, 2016), a sentiment that is also shared by many people from Hong Kong (Li, 2005; Ma, 2015). Despite the desire for a better life, newcomers have not always been greeted with open arms in Canada (Wilson, 2006). Multiculturalism can provide many benefits to Canada (Ng & Metz, 2015). However, familiarity does not always foster a positive point of view, whether it be toward one's old neighbors or the new ones.

Proceeding with the question of why many of the relationships in the proposed model were not found to be significant, I now turn to the examination of theory.

## 2.4. Theoretical Implications

Prior research into the relationship between media and OA of a foreign firm focused on the positive images engendered by the TV programs, movies and animation by the COO of that firm (Froese & Kishi, 2013). In addition, another aspect of media, news coverage, has been shown to influence individuals' attitudes toward foreign countries

(Brewer et al., 2003; Kiousis & Wu, 2008). The outstanding question that I addressed in this dissertation was whether an individual's perception of the tone of news coverage of a foreign country would affect that individual's attraction to organizations from that country. The result, which was significantly positive, contributes to the literature of OA by identifying a factor that is out of the organizations' control, yet has the potential to affect potential applicants' view of the organization. Further research could investigate possible moderators of such outside influences. Since many aspects of news coverage may be beyond the realm of organizations' influence, organizations could attempt to generate their own news coverage in a manner that could capitalize on the positive news from their COO, and reduce the impact of any negative news.

Another construct that I investigated in this dissertation, experience, is a pivotal contributor to the process of learning (Kolb, 1984) that allows people to improve their predictions concerning similar experiences (Newell & Rakow, 2007). Prior research had examined the ramifications on future foreign assignments, of people's experience when working in other countries (e.g. Takeuchi & Chen, 2013; Tung, 1988). Studies focused on OA had examined the relationship between OA and the extent of individuals' experience both searching for jobs, and actual work experience (Roque Gomes & Gonçalves Neves, 2010) (Walker, Feild, Giles, & Bernerth, 2008). The literature had not yet linked the concepts of OA and experience regarding foreign countries. This study attempted to fill that gap by examining the relationship between individuals' experiences with people of a specific country, and their level of attraction to a firm from that country. This relationship was not found to be significant. Nonetheless, this result contributes to the literature on OA by beginning the investigation between these concepts. Further research may investigate other types of experience that may be more current or relevant to potential applicants when they are evaluating their own levels of attraction to foreign firms. For example, perhaps the most pertinent experience to OA to a foreign firm would be recent experience of working for a firm from the same country as the target firm.

Studies in the fields of marketing and management have viewed the connection between affinity as positive affect, and the object of that affinity. Examples include affinity to a country being related to positive views of products from that country (Wongtada et al., 2012) and a willingness to pay higher prices for those products (Oberecker et al., 2008). Affinity to a country has also been shown to be related to a desire to travel to that country (Oberecker & Diamantopoulos, 2011; Swift, 1999). Research had not yet extended to an examination of the influence of affinity in the realm of recruitment. Specifically, this study looked at the potential of affinity to a foreign country to moderate the effect of individuals' perception of the tone of news of a foreign country, or their experience with people from that country, on those individuals' attraction to firms from that country. Results were non-significant in both relationships. Further research may look into closer relationships involving affinity. For example, an affinity with a certain type of product common to a particular country may be related to a higher level of attraction to firms from that country, and more so to firms that make that product.

The second moderator that I examined in this dissertation was the skill of cultural intelligence. Prior research has found relationships between CQ and intercultural effectiveness (Thomas et al., 2012), effective intercultural negotiations (Imai & Gelfand, 2010), and effective communication in managers working for foreign firms (Bücker et al., 2014). Research had not yet looked at the value of CQ during the recruitment stage at all, nor specifically regarding the recruitment for foreign firms. I looked at the potential of CQ to moderate the effect of individuals' perception of the tone of news of a foreign country, or their experience with people from that country, on those individuals' attraction to firms from that country. As with the aforementioned proposals involving affinity, results were non-significant in both relationships regarding CQ.

Part of the issue with either affinity or CQ as moderators of the relationship between experience and OA of foreign firms may be due to the underlying relationship, i.e. the non-significant relationship between individuals' experience with people from a country and those individuals' attraction to firms from that country. If the experience studied is more current or more closely related to the recruitment for foreign firms, there may be a more relevant role for CQ to play within that relationship. Similarly, even though the relationship between perception of tone of news and OA was significant, the non-significant role of CQ in moderating that relationship may be due to the variation in importance that individuals place on news in their evaluation of foreign firms. This becomes particularly evident in the significant difference between the moderating effect of CQ on relationships involving news about Mainland China versus either India or the USA. Any news from the USA may simply become immaterial to job candidates, by virtue of the fact that nearly half of foreign investment in Canada comes from the USA (Statistics Canada, 2018b). Canadians, in general, are accustomed to being inundated by American culture and politics (Goodenough, 1998; Thompson & Randall, 2008). If the news itself does not invoke strong reactions in individuals, there is little need for CQ to temper those reactions.

As background to the final construct in this study, recent research by Thomas et al. (2016) revealed a positive relationship between individuals' preferences for a type of psychological contract and the type of firm that attracts them. This study was designed to determine if individuals' preferences for transactional or relational psychological contracts would influence their attraction to foreign firms. Results imply that the answer is 'no.' A potential reason for this finding may be related to prior work by Thomas et al. (2003) which showed that national culture could play a role in the development of individuals' preferences for a type of psychological contract. In the case of Canada, the national culture and legal environment may create a situation in which psychological contracts have little bearing on OA to foreign firms. For this, let us look at the context in Canada.

The Canada Labour Code sets federal standards for many conditions regarding employment, such as hours of work, vacation, and termination of employment (Government of Canada, 2020). Provincial and territorial laws cover items such as fair pay and working conditions (Government of Canada, 2018). Furthermore, the Canadian Charter of Rights and Freedom offers "protection against discrimination concerning race, national or ethnic origin, colour, religion, sex, age, or mental or physical disability" (Moore & Jennings, 1993, p. 15). All of these regulations may cumulate in a feeling in Canadians that they will be treated fairly at work, regardless of the COO of the firm. In terms of moving forward and investigating what Canadians do care about and, consequently, what perceptions may influence their attraction to foreign firms, one concept is that of work-life balance. In a recent study of nearly 20,000 Canadians, those who were content with their work-life balance were more likely to be satisfied with their job (Statistics Canada, 2017b). If Canadians perceive foreign firms to offer an environment that supports a strong work-life balance, the COO of the firm may become a moot topic in recruitment. For future research topics related to limitations within this dissertation, I turn to the next section.

## 2.5. Limitations and Future Research

The first set of limitations for this study comes with the use of an online panel. First, we do not know the response rate, simply the fact that Qualtrics fulfilled the contract for 300 appropriate responses. Second, by virtue of the minimal time spent on the survey by some respondents, as well as the lack of supervision when taking the survey, there may have been an element of satisficing, meaning that respondents minimized the effort required to respond to questions in a thoughtful manner (AAPOR Task Force et al., 2010). Although approximately half a dozen respondents offered comments indicating that they found the survey to include interesting questions, many respondents may have been motivated to complete the survey in the least time possible. Another limitation to online surveys is that they eliminate prospective respondents who do not have access to the Internet, or are unable to pay for that access (Simsek & Veiga, 2001). However, since approximately 81% of Canada's population has access to the Internet (Statista, 2018), this concern was not expected to have a noticeable effect on this study.

A different set of limitations comes from the nature of the survey, itself. The use of multiple questions using a matrix format may have placed an undue cognitive burden on respondents that may also have contributed to satisficing (AAPOR Task Force et al., 2010). Future research may reduce that burden by designing survey questions to be independent, rather than grouped in matrices.

Furthermore, a number of respondents reported either not hearing any news about the relevant country, or not having an experience with a person from the relevant country. Future research could involve experiments in which respondents were asked to read a news article or watch a video about a foreign firm's COO before answering questions about OA of the firm. Similarly, experiments involving interaction with actors from a firm's COO prior to questions on OA would ensure that the respondents had a basis for response.

A different type of limitation is associated with the content of the survey questions which addressed intercultural skills and opinions. In this era of political correctness (Morris, 2001), an extension of self-presentation theory (Goffman, 1959) would suggest that some respondents may be so accustomed to avoiding giving offence that they selected options that would portray themselves in a positive light, even in an anonymous survey.

Finally, future research may investigate additional topics that were not addressed in this survey, such as the role of race or ethnicity in OA. For example, surveys may investigate the viewpoint of potential candidates who may discriminate against foreign firms from COOs based on the dominant race or ethnicity of the people in the COO. Another avenue to explore would be the viewpoint of potential candidates who feel that they face discrimination during the recruitment process, and how that viewpoint affects their level of OA to foreign firms.

## 2.6. Conclusion

In conclusion, this study explored the research question of how the country of origin (COO) of a foreign firm affected its organizational attractiveness (OA) to knowledge workers in the developed market of Canada. Prior research had identified who is attracted in different markets and which firms are more attractive, based on COO. Questions remained about why individuals are attracted to the foreign firms, particularly in a developed market. This study was meant to understand the underlying reasons for attraction - or lack thereof - to foreign firms.

The study contributes to the literature on OA through the finding of a significant, positive relationship between perception of tone of media coverage (news) and OA of foreign firms. Moreover, the lack of a significant relationship between experience, and preference for either transactional or relational psychological contracts, to OA of foreign firms, provides opportunity for such firms to present an image that may appeal to a variety of potential candidates. For an investigation into how foreignness affects another angle of attraction, i.e. the work of external recruiters as they attempt to attract candidates to foreign firms, I now turn to the next chapter.

# Chapter 3. Organizational Attraction via Intermediaries

In keeping with my overarching theme of attracting applicants to foreign firms, the online survey examined the perspective of individual applicants toward an organization as a potential employer. However, in many situations, the hiring organizations do not try to attract potential applicants, directly. Instead, they turn to a group of people who act as intermediaries between individual applicants and hiring organizations during the process of recruitment, i.e. *recruiters employed by permanent placement agencies*. Intermediaries have the potential to improve the way that labour markets function (Autor, 2009), particularly in terms of their effect on management (Bonet, Cappelli, & Hamori, 2013). This effect on markets is due, in part, to intermediaries' absorption of activities that were formerly the purview of organization's human resource departments (Bonet et al., 2013). Thus, when invited by an organization, such as a foreign firm, to help that organization fill a vacancy with an applicant from outside the organization, intermediary recruiters have the power to influence the potential candidates, including candidates' attraction to the organization.

Consequently, my final study investigated the role of intermediary recruiters (Autor, 2009) in attracting and assessing candidates for foreign firms when the host country is a developed market. This, then, became my key research question for this study: How does the foreignness of a client firm affect external recruiters' work in attracting candidates to that firm?

The ultimate goal of a recruiter is to find the candidate who fulfills the client's criteria for both skill and fit between the candidate and the organization (Coverdill & Finlay, 1998). Thus, at the same time as candidates are assessing their own level of fit with an organization, recruiters are generating the pool of candidates and creating a shortlist for their clients. Nonetheless, the role of recruiters has yet to be mentioned in the theories concerning 'fit' as a predictor of OA. So far, both the conceptual and empirical literature that addresses the role of recruiters in OA investigates their influence from the perspective of applicants, such as the applicants' view of recruiters' knowledge (e.g. Powell, 1991), friendliness (e.g. Larsen & Phillips, 2002), and behaviour (e.g. Kutcher, Bragger, & Masco, 2013). An outstanding question is whether recruiters make active attempts to influence applicants' perceptions of their fit with a hiring organization. Consequently, the first objective of this study was to investigate whether recruiters actively develop and choose strategies for influencing candidates' perceived fit with foreign firms. If they do, how do they develop and select the appropriate strategy? Understanding these strategies is relevant to organizations because prior research has shown that recruiters influence candidates' choices.

Moreover, we know from the literature that recruiters also assess the fit of candidates as they generate the pool of candidates and, subsequently, develop the shortlists of candidates that they will provide to their clients (see Coverdill & Finlay, 1998). What the literature has not yet addressed is how recruiters develop their criteria for assessing candidates' 'fit' and, particularly, how - or if - the hiring organizations' COO plays any role in the formation of these criteria. Thus, the second objective of this study was to examine how recruiters assess the fit of potential candidates with the foreign firm, as the recruitment process unfolded.

In order to provide context to these questions, the next section will provide a description of various types of recruiters. It will then discuss the benefits and challenges of using placement agencies, as well as size of the recruitment industry in North America, ending with an overview of research on recruiters and organizational attraction. I begin with an introduction to labour market intermediaries.

## 3.1. Labour Market Intermediaries

External recruitment firms fit into the broader category of private firms, public programs, and member associations known as labour market intermediaries (LMIs; Bonet et al., 2013). LMIs serve multiple purposes in the space between workers and the firms that employ them as they "facilitate, inform, or regulate how workers are matched to firms, how work is accomplished, and how conflicts are resolved" (Autor, 2009, p. 1). LMIs intervene in the relationship between workers and employers by affecting both the balance of power and the flow of supply and demand (Benner, 2003).

Essentially, LMIs have replaced some of the functions previously housed in the human resource departments of hiring organizations, resulting in a triad where, previously, only dyads of workers and employers had existed (Bonet et al., 2013). One characteristic of LMIs is that, while the choice to work with them is typically optional for either workers or employers, once one of the parties chooses to engage with them, engagement becomes mandatory for the other party (Autor, 2009). An example of this would be the decision by an organization to engage an executive search firm to supply candidates for an open position. The hiring organization is making a voluntary choice, but all applicants are obliged to work with the search firm if they wish to be considered as candidates. Research into the operations and uses of LMIs is still in the early stages, though clearly gaining importance (Cappelli & Keller, 2014).

Terms that are used to describe LMIs that match candidates to jobs include that of ‘matchmaker’ (Bonet et al., 2013) and ‘headhunter’ (Finlay & Coverdill, 2000). In particular, the term ‘headhunter’ is commonly applied in both the recruitment industry and the popular press to various types of external recruiters, including permanent placement agents and executive search consultants (Coverdill & Finlay, 1998). Following the lead of Coverdill and Finlay (1998) who used the term ‘headhunter’ to differentiate external recruiters from the recruiters working internally in the hiring organizations, I will also refer to external recruiters as ‘headhunters.’

## 3.2. Permanent Placement Agencies

One thing that all external recruiters have in common is that their clients are not the candidates, themselves, but the firms that are looking for candidates (Finlay & Coverdill, 1999). The use of headhunters provides numerous benefits to these client firms. First, the headhunters specialize in a certain type of talent, which improves their ability to find candidates, compared to a firm’s internal HR department. Second, as a corollary to the first, headhunters are able to deliver results quickly. Third, they provide a buffer that reduces potential conflicts when they contact appropriate candidates who may be currently employed by their clients’ competitors or their clients’ own clients. Fourth, they augment the hiring managers’ control over the hiring decisions, since headhunters are not subject to any of the internal political struggles or alliances that may affect the choices made by their clients’ internal HR departments. Finally, headhunters work closely with the candidates, thus increasing the odds of the candidates accepting any offers that are made by the clients (Finlay & Coverdill, 1999).

The industry for employment and recruiting agencies is thriving. In the United States of America (USA), revenue for this entire industry is expected to rise 2.9% in 2017, and at an annualized rate of 3.2% in the timeframe of 2012 to 2017, to a peak of USD $28.1 billion. The projected annualized rate for the next five-year period is slightly less at 0.2%, bringing the annual revenue to USD $28.4 billion in 2022. Permanent search and placement services will fare well, as they constitute 50.2% of the firms in this industry (IBISWorld, 2017b).

The forecast looks even brighter for the industry in Canada, where permanent search and placement services constitute 63.6% of the firms in this industry. Annualized revenue growth rates for the industry were expected to increase by 3.3% in the timeframe of 2012 to 2017, to a height of CDN $783.5 million. Same as in the USA, the annualized revenue growth rate in Canada is expected to be slightly lower for the next five-year period, at 1.9%, culminating at an annual revenue of CDN $860.3 million for the industry in 2022 (IBISWorld, 2017a). As more headhunters are engaged to fill vacancies, the need for understanding their role in attracting candidates becomes more pronounced.

Clients, candidates and headhunters all agree that one of the key variables in gaining acceptance of an offer is the need for a good fit between the candidate and the hiring organization, which is consistent with the theory of person-organization fit (Kristof, 1996). Recent industry studies support the idea that headhunters recognize the importance of culture fit between their candidates and their clients (Jobvite, 2015, 2016). Because employers are more likely to hire candidates that are socially similar to themselves, headhunters supply candidates that they believe will fit that qualification (Coverdill & Finlay, 1998). This assumption may have interesting implications for foreign firms, based on how the headhunters define ‘similar’ and how they view the environment within the client firm.

Specifically, these intermediary recruiters play a role in three key activities within the recruitment process. First, headhunters perform the first level of filtration as they generate the pool of candidates for their clients (Finlay & Coverdill, 2000; Hamori, 2010; King, Burke, & Pemberton, 2005) based on their understanding of the type of candidate who meet the clients’ various requirements and preferences (Coverdill & Finlay, 1998). As such, headhunters actively shape the pool of candidates for a particular job vacancy.

Second, once recruiters have generated a pool of candidates, they create a shortlist (King et al., 2005) by evaluating the candidates' attributes and behaviour (Coverdill & Finlay, 1998) and peaking candidates' interest in the organization. Third, after candidates who match the clients' requirements are introduced to the client, the headhunter maintains an active role in the discussions and negotiations (Coverdill & Finlay, 1998) until an offer is made and accepted.

Consequently, any strategies that headhunters have learned for facilitating their rapid identification, evaluation, influence, and presentation of candidates to clients can provide direct benefits to their incomes. Prior successes and failures will have provided opportunity for reflection and subsequent learning from experience (Seibert, 1996). Headhunters may follow the stages of learning described in the experiential learning theory, those stages being reflecting upon a concrete experience, developing abstract concepts as a result, and experimenting with the concepts (Kolb, 1984; Kolb et al., 2001). Headhunters may experiment with subsequent strategies in order to influence candidates' perceptions of the attractiveness of organizations such as foreign firms.

Yet another element of recruiting that affects organizational attraction is the message that potential candidates receive concerning the vacancy. Attributes of messages that can affect their effectiveness in attracting applicants include their content, style, and method of presentation (Breaugh & Starke, 2000). Although early research focused on the first message, which was often the job posting, the subsequent messages sent during the recruitment process have garnered the attention of ensuring studies (Breaugh et al., 2008). Headhunters are in an optimum position to modify and send these messages. In their role as labour market intermediaries, they have access to potential candidates and the ability to customize the messages that are conveyed to these candidates (Benner, 2003). For example, they may be able to choose when and how they reveal the COO of a client firm to optimize the attractiveness to candidates. In doing so, headhunters may attempt to persuade candidates to apply for an open position (Cialdini, 2007), such as one with a foreign firm.

Permanent positions below the level of director, which are of particular interest in this study, fall within the realm of the placement search firms. These openings are predominantly for managers at the middle or lower levels, or for professional, technical or general office positions (Finlay & Coverdill, 1999), all of which fit into the category of ‘knowledge workers.’ Prior studies that have examined the effect of recruiters on organizational attraction will be the topic of the next section.

## 3.3. Recruiters and OA

An organization’s choice of recruiter may have ramifications on the results of the recruitment process, since recruiters have the potential to affect applicants both negatively and positively (Rynes et al., 1991). Recruiters have the power to influence applicants because of the information they may or may not share with applicants, as well as the way that they treat applicants (Breaugh & Starke, 2000). Nonetheless, the research to date on recruiters and OA has only examined the effect of recruiters from the perspective of candidates, rather than from the perspective of recruiters as active agents with strategies and goals. Moreover, research has paid no attention to the distinction between domestic or foreign firms in recruiters’ work, despite the established concept of LOF (Zaheer, 1995). The resulting gap in understanding of recruiters’ views of their role in attracting candidates to foreign firms became the impetus for this study.

According to Rynes (1991), Alderfer and McCord’s research on candidates’ perceptions of interviewers (1970) was the first in which recruiter characteristics were explicitly studied as independent variables. They found that the level of interest that a recruiter showed in a candidate corresponded to the candidate’s expectations of both receiving and accepting a job offer. When recruiter behaviours were later grouped with recruiter attitudes, the information shared, and the applicants’ interpretations of the overall success of the interview; the resulting category, called ‘recruiting practices’, did not have a significant effect on the likelihood of job acceptance (Powell, 1984). Results such as these led Rynes (1991) to conclude that the effect of recruiter behaviours on applicants’ decisions to pursue or accept job offers was small or nonsignificant.

Results of studies since 1991 show a more nuanced story. Recruiter behaviours were seen to have an indirect effect on organizational attraction by affecting applicants’ perceptions of job and organizational attributes (Turban, Forret, & Hendrickson, 1998). Contrary to Rynes’ conclusion (1991), the afore-mentioned meta-analysis by Chapman et al. (2005) found that recruiter behaviours did have an effect on applicants’ attraction to organizations. In a subsequent meta-analysis, the effect of recruiter behaviours was found to be particularly relevant in the first two stages of the recruitment process (Uggerslev et al., 2012). Subsequently, interviewer behaviors have also been found to correlate to perceived levels of person-organization fit (Kutcher et al., 2013). Thus, this study examined how - or if - recruiters consciously selected their style of behaviour, in view of the impact that their behaviour may have on applicants' perception of fit with foreign firms.

A number of studies have looked at various items within the general category of recruiter skills and characteristics, ranging from the recruiters' competence to their moods. While recruiter competence and informativeness were positively associated with candidates' regard for the organization, and recruiter personableness was positively associated with candidates' regard for the job, recruiter aggressiveness had a negative association with candidates' regard for the job (Harris & Fink, 1987). Powell (1991) found that both the recruiters' mood and knowledge had a significant effect on candidates' evaluation of receiving and accepting a job offer. This effect may be due to candidates' interpretation of recruiter competence as being indicative of other characteristics of the organization (Rynes et al., 1991). The effect of recruiter characteristics may be moderated by characteristics of the candidates, as recruiter characteristics had a greater effect on minorities than non-minorities (Thomas & Wise, 1999).

Prior research has examined the effect of recruiters' personality and attitudes on candidates. As might be expected, positive attributes such as friendliness (Goltz & Giannantonio, 1995), warmth (Carless & Imber, 2007), and positive moods (Chen, Hsu, & Tsai, 2013) have been found to have a positive effect on applicant attraction. Many of these studies referred to an 'interviewer' as opposed to a 'recruiter,' though all were relevant to the experience of the candidate during an interview.

More recently, two new competencies were added to the list whereby recruiters could influence applicant attraction to organizations, both directly and indirectly. The first of these was the use of humour (Carless & Imber, 2007). Since certain styles of humor may be more appropriate in different cultures (Avolio, Howell, & Sosik, 1999), seeing how candidates respond to different styles of humour may help recruiters evaluate how well a candidate may fit into the culture of a foreign organization. The second characteristic was the recruiter's political skill, whereby a higher skill level was associated with stronger organizational attraction (Lawong, Ferris, Hochwarter, & Maher, 2019). This type of skill could be particularly appropriate if foreign firms suffer from an ill reputation on the basis of their COO.

## 3.4. Assessing Fit

How headhunters develop a pool of applicants is of particular interest since there can be a mismatch between the criteria used by headhunters and those of their clients in selecting potential candidates (King et al., 2005). Mismatches can be costly, as a lack of person-organization fit can result in both lower organizational commitment and higher turnover (Kristof-Brown, Zimmerman, & Johnson, 2005). It may not be coincidental that employees who have been introduced to their employers via headhunters and job advertisements tend to leave their organizations sooner than employees who were re-hired or referred by others (Decker & Cornelius, 1979; Zottoli & Wanous, 2001). In addition, during the first two years that workers are employed, those that arrive via a headhunter perform worse than those who are either referred or unsolicited, though that difference dissipates for those employees who stay beyond the initial two-year period (Bidwell, 2011).

Consequently, finding candidates who fit the organization is crucial for the success of both the headhunters and the organization. If headhunters use their own interpretation of who will fit into foreign firms, they will have created a pool that may or may not satisfy the requirements of the client firm. Thus, the key research question of this study is, as follows: How does the foreignness of a client firm affect external recruiters' work in attracting candidates to that firm? The following section describes the methods that were used for investigating these questions.

## 3.5. Methods

The intention of qualitative research methods is to understand the meaning behind a phenomenon, as opposed to measuring the frequency of the phenomenon for the purpose of generalization (Corbin & Strauss, 2008; Van Maanen, 1979). Qualitative research methods in international business (IB) research provide an opportunity for researchers to immerse themselves in a particular phenomenon, thus developing a multifaceted understanding of the connections between culture, the research context, and the intricacies of events (Birkinshaw, Brannen, & Tung, 2011). Since nascent issues in IB are often the genesis of research topics, the rich, detailed descriptions resulting from qualitative research can illuminate the complexity of these issues and the contribution that their context can make to enriching existing theories (Doz, 2011). These descriptions can prove useful both for highlighting the potential absence of pertinent theories, as well as for instigating further research in developing a plausible explanation for the phenomena (Hambrick, 2007).

The goal of the current study is to improve our understanding of headhunters' perspectives in their work of attracting candidates to foreign firms in developed markets. Interviews were selected as the method of giving voice to the headhunters, as it is their experience that provides admittance into the phenomenon of interest (van den Hoonaard, 2012).

### 3.5.1. Interviews

Good interviewers aspire to capture the story or perspective of the interview participant (Ezzy, 2002). However, the participant does not simply recite their experience and related interpretations when asked by the interviewer; it is the interactive process between participant and interviewer that creates the meaning in qualitative research (Beer, 1997). Thus, interviews were conducted using a semi-structured format, whereby an interview guide was prepared as the general framework for interviews. (See Appendix D for Interview Protocol.) Deviations from the strict sequencing of the protocol during the interview allowed for the discussion to follow the interview participants' train of thought. Similarly, the framing of questions was altered during interviews, with the interview guide functioning as a checklist to ensure that all of the topics of interest were addressed (Patton, 2002). This flexibility to the structure of the interview aimed to find a balance between the reliability that comes from standardizing the sequence and framing of the questions, with attempts to conform to the natural flow of speech in the participants' environment (Briggs, 1986).

Interview questions were designed to avoid some of the common errors, such as using jargon or emotional language, being vague, double-barreled, or leading participants to a desired response (Neuman, 2006). Although the intent of the interview was to go beyond superficial descriptions of activities, questions asking "why" were avoided, as participants may have inferred a judgement of their choices (Patton, 2002). Questions that required more reflection from participants were positioned toward the latter part of the interview, so as to give participants time to become comfortable in the situation and build confidence in their capacity to answer the questions (Dilley, 2000). Each interview was expected to last between 20 and 40 minutes.  Actual time for interviews ranged from 20 to 70 minutes, with the average being 38.

Because the interview questions concerning culture may have been perceived as addressing sensitive issues, the preferred method of conducting interviews was in face-to-face discussions.  Where this was not feasible, video-conferencing using a technology such as Skype or Zoom was the next option, with phone discussions being the last choice. Visual access to the participants improved the assessment of non-verbal cues from participants, which had to the potential to support or contradict their verbal messages.

In-person interviews may have also promoted the development of rapport with participants.  Part of building rapport is the ability to put people at ease.  One way for the interviewer to accomplish this is to appear professional and knowledgeable on the topic at hand, though not as knowledgeable as the participants (Leech, 2002).

Complementary to fostering rapport with participants is the ability of the interviewer to remain neutral with regards to the perspectives that participants convey (Patton, 2002). Being cognizant of the time that participants donated to this research helped to appreciate their opinions. In appreciation of the time that participants contributed to this research, they were offered a copy of the executive summary of the final report.

### 3.5.2. Data Collection

A pilot test of the interview protocol was conducted with a few participants who agreed to provide feedback on both the process and the content of the interview, resulting in a few modifications to the structure of the protocol.  Although the primary focus in interviews was on the verbal messages shared by participants, their nonverbal communication and the impact of the environment on their responses was also observed (Patton, 2002). These observations were the basis of field notes (Wolfinger, 2002). Notes included thick description in order to convey the context, intentions and meaning behind the words, tones and gestures (Denzin, 2001; Geertz, 1973).

Before the conclusion of each interview, the validity strategy of asking participants to confirm an interpretation of their experience was employed (Ezzy, 2002).  Following the interview, a short summary of its key points was prepared (Miles & Huberman, 1994).  All interviews but one were recorded, based on participants providing consent.  A list was created that assigned a number and pseudonym to each participant, so that recordings did not include the names of participants or their employers. All recordings were transcribed. As one method of ensuring dependability of the study, transcripts were skimmed in an effort to eliminate any obvious errors that may have occurred during transcription (Gibbs, 2007).

### 3.5.3. Sample

Generally, qualitative research methods entail small sample sizes (Miles & Huberman, 1994), though there are no categorical rules regarding sample size (Patton, 1990). The strategy for selecting a sample followed the norm in qualitative research, which is to use a purposeful sample (Miles & Huberman, 1994). Of the 16 types of purposeful sampling techniques listed by Patton (1990), the Combination technique was most useful, consisting of Homogeneous, Snowballing and elements of Convenience. First, the sample was homogenous in terms of the occupation of the participants. Second, two participants suggested the names of other participants, thus padding the size of the 'snowball,' i.e. the sample. Finally, the sample was influenced by elements of convenience, since it was shaped by the participants who agreed to be interviewed.

The target group for participants was headhunters, specifically contingency recruiters in permanent placement agencies who have foreign firms as clients (i.e. not only domestic firms). Geographically, the focus was on headhunters in Western Canada, specifically in Edmonton, Alberta and Vancouver, B.C.

Participants were found through four avenues. First, participants' names and contact information was found in publicly-available information on internet websites. This included searches using terms such as "recruiters" and "permanent placement agencies".

The second avenue for participants was through the author's network of contacts. Having had previous contact with headhunters who were knowledgeable about the author's credentials may have established credibility with them, for this research (Shenton & Hayter, 2004).

A third avenue was serendipitous, in that the author approached a recruiter who had a booth at a conference attended by the author. Finally, the fourth avenue was through snowballing, whereby participants referred the author to their colleagues who were appropriate for this study.

A total of nine headhunters were interviewed during the timeframe of July to November 2019. Given the consistency of results, saturation was considered to be achieved. Moreover, further efforts to recruit interview participants were unsuccessful. Participants represented seven organizations, with 67% of headhunters (n=6) being in the age range of 35 to 44 years old. (See Table 10: Interview Sample.) Four of the nine had been born outside of Canada. Their experience in recruiting ranged from 1.5 to 23 years. All participants had experience in recruiting engagements for foreign client firms. The firms that they discussed were from China, India, Japan, Singapore, France, Germany and the USA.

### 3.5.4. Data Analysis

As is customary in qualitative research, data analysis commenced as soon as interviews began (Ezzy, 2002). NVivo v12 software was used to assist with the coding process. A list of definitions for all of the codes was created (Miles & Huberman, 1994). (See Table 11: Codes for Interview Data Analysis.) This list improved dependability of the study by reducing the potential for unintentional transformation of the meaning of each code, as analysis progressed (Gibbs, 2007). Triangulation of the coding occurred through the assistance of a recent PhD graduate, who coded a sample of the data, to verify that the codes were being used in a reliable fashion (Golafshani, 2003).

During coding of the data, memos recorded thoughts about the data and relationships between them (Glaser, 1978). Memos assisted with making sense of the data by gathering similar items into general categories (Miles & Huberman, 1994). An additional means of increasing the credibility of this study was the record of the author's personal reflections concerning the research (Ezzy, 2002; Shenton, 2004). This journal provided the space and opportunity to surface inherent biases in the researcher, based on her cultural and socioeconomic background (Creswell, 2009). For example, reflection upon the order of questions validated the concept of 'fit' as integral to the recruitment process, as the concept was often introduced by the participants in their opening description of their role. In addition, the early revelation of the concept by participants reduced the prospect of confirmation bias or observer effect in interviews. Furthermore, quotations from participants have been included in the Findings section, in order to present the perspectives of participants, in their own words. This combination of reflexivity and transparency attempted to circumvent the shortcomings of casual ethnography, whereby the distinction between voices of participants and observers becomes blurred (Westney & Van Maanen, 2011). Correspondingly, my reflective journal assisted in raising awareness of the perspectives of both interview participants and the reviewers of this dissertation (Patton, 2002).

Finally, another two methods of ensuring confirmability were used in this study, as recommended by Shenton (2004). First, limitations of the study's methods were listed, along with their possible impact on the findings. Second, the description of the methodology serves to enhance both confirmability and dependability, the latter corresponding to the concept of reliability in a quantitative study.

**Table 10: Interview Sample**

| Participant # | Location | Minutes | Org. # | Environment | Education | Gender | Age Range | Country of Birth | Years in Recruiting |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Edmonton | 40 | 1 | Meeting Room | Bachelor's | Male | 35 to 44 | England | 12 |
| 2 | Edmonton | 20 | 1 | Meeting Room | Bachelor's & professional designation | Female | 35 to 44 | Australia | 15 |
| 3 | Edmonton | 42 | 2 | Meeting Room | Master's | Female | 45 to 54 | Canada | 23 |
| 4 | Edmonton | 30 | 3 | Phone | Bachelor's | Male | 35 to 44 | Canada | 13 |
| 5 | Edmonton | 70 | 4 | Coffee shop | Technical Diploma | Male | 35 to 44 | India | 10 |
| 6 | Edmonton | 45 | 5 | Virtual | Master's | Female | 35 to 44 | Canada | 2 |
| 7 | Vancouver | 35 | 6 | Meeting Room | Bachelor's | Male | 25 to 34 | Canada | 4 |
| 8 | Vancouver | 29 | 7 | Meeting Room | Bachelor's | Male | 25 to 34 | Ireland | 1.5 |
| 9 | Vancouver | 32 | 7 | Meeting Room | Bachelor's | Male | 35 to 44 | Canada | 7 |

**Table 11: Codes for Interview Data Analysis**

| Category | Code Name | Definition | Source | Example |
|---|---|---|---|---|
| Country of Origin | Firm's Country of Origin (COO) | Home base of the foreign firm (COO) | P1 | "I've had two Japanese owned companies (as clients)" |
| Country of Origin | Relevance of FF's COO | Relevance of a foreign client firm's COO to hiring | P4 | "Never had a candidate ask about the COO; COO isn't a positive or a negative" |
| Expertise | Candidates as Experts | Recruiters ask candidates they know for help in hiring practices or a job profile for a FF | P6 | "Our candidates give us a lot of information to advise ... our clients, especially ones that maybe haven't been in a certain province or certain city or certain country." |
| Expertise | Recruiters as Experts | Recruiters assist FF in adapting hiring practices to Canada | P6 | "If it is a foreign organization coming into our market, … we're able to tell them, like, that pay or that compensation, yeah, that's not going to work for a salesperson (here)." |
| Culture | Org Culture | Culture of the client firm | P2 | "I think culturally it's, um, employees' support and um, leadership and communication, clarity for the employees that they understand the direction of the business. All of those things are really critical. The people obviously make the culture" |
| Culture | COO culture | Aspects of a firm's COO culture | P2 | "if it's a different cultural organization that is the ownership group, it depends on if the expectation is different in different countries" |

| Category | Code Name | Definition | Source | Example |
|---|---|---|---|---|
| Culture | Hiring manager vs Org Culture | Alignment between Hiring manager and the organization's culture | P4 | "The Hiring Manager *is* the organization" |
| Foreignness | Foreign Firm (FF) | A firm that is based in a country other than Canada | P2 | "For the Australian, yes, it would have been more of a satellite office; for the European clients, they acquired locally." |
| Foreignness | Adaptation | Adapting to Canadian or local processes | P5 | "If you do not hire local management and allow them the flexibility to run it the way they want it locally, instead of trying to impose your own… head office style, and impose that globally everywhere else, it's going to be a major deal breaker for you." |
| Fit | Fit - Description | Recruiter's description of fit between candidate and client firm | P2 | "Fit means that there is a long-term relationship between the employer and the employee. Fit means there's an alignment of values of how to do business." |
| Fit | Fit - Recruiter re client firm | Recruiter's assessment of fit between candidate and client firm | P2 | "Technical skills is the first piece that you can see. The soft skills is what you investigate further on conversing with them and interviewing them and meeting them in person. So, ... obviously the technical skills is the first point of call, but it's not always the most technical person that gets the job. It's also going to be a good fit. So, we always look at a combination of both. |
| Fit | Fit - Recruiter re: hiring manager | Recruiter's assessment of fit between candidate and hiring manager | P2 | "The fit with the hiring manager has to be, it's critical. It's, it's essential that that's there as well." |

| Category | Code Name | Definition | Source | Example |
|---|---|---|---|---|
| Fit | Fit - Country of Origin | Relationship between fit and firm based on firm's COO | P2 | "I've seen it that, you know, the expectations don't align with, you know, local legislation or um, and that's much more difficult because you typically have to have the conversation with the client to explain to them that that's not how we do things in Canada and to find somebody that's okay to work, how their expectation is, is, is more difficult." |
| Transparency | Transparency - recruiters | Recruiter's attempt to openly describe the client firm's attributes to the candidate | P2 | "I will give you the good, the bad and the ugly. And then you can make a decision if that's somewhere that you see yourself as a fit. ... It's not my role to judge what is right and what's wrong." |

## 3.6. Key Findings

Overwhelmingly, interview participants felt that the COO of a firm was not a pertinent point of consideration in attracting candidates to an opportunity with a foreign firm. Nonetheless, data revealed that COO played a role in some recruitment efforts when the firms' human resource (HR) practices did not align with the preferences of the local candidates.

### 3.6.1. Foreignness Does Not Matter

The most ardent denial of any relevance of the client organization's COO to local recruitment came from P4: *"In my 13 years, it's not a topic that ever comes up."* Instead, many firms had adapted so well to local conditions that they became unidentifiable as foreign firms, making it easier to attract candidates:

"A lot of the foreign firms that I've worked with, like, you'd never really know … I'm sure there's probably a couple of companies that I didn't know were foreign firms that I've worked with." (P7)

In these cases, foreignness had become a moot point.

### 3.6.2. Why Foreignness Does Not Matter

One reason for the lack of perceived relevance of foreignness on attracting candidates was the buffering effect of the Canadian senior management, who were described as protecting local personnel from foreign practices:

*"I think the top managers here in Canada that we deal with, they know how to report to the dotted line in Germany but also try to sort of soften that blow to the people under them. So, they're … the ones that mainly get the brunt"* (P3)

Consequently, the local office may run differently than the sites in the COO. Where local managers were allowed to make hiring decisions and adopt a management style that matched the preferences of local workers, the location of the head office was seen to be irrelevant. In addition, a good reputation for an individual organization was seen to override any concerns about the organization's COO.

### 3.6.3. Exceptions, i.e. When Foreignness Matters

Some firms were more willing to adapt to local preferences than others, resulting in a dichotomy described as follows:

*"I think there is probably a difference between a foreign firm that acts like a local firm and a foreign firm that still acts like a foreign firm."* (P7)

Part of the difficulty in adapting could be linked with the openness in head office to the need for adaptation:

*"That can be a challenge for Canadian branches: educating their parent company, that the way you do things in Dallas isn't going to work here"* (P1)

American firms were described as being less concerned with a cultural fit between candidates and the organization, than Canadian organizations were. Moreover, American firms were portrayed as more work-oriented than team-oriented. This perspective was embodied in their higher concern with deadlines, the requirement for accessibility of staff on weekends, and acceptance of working via remote access, compared with the Canadian preference for a *"bum-in-seat kind of management style."* (P5) The focus on work also became apparent in the standard allowance of a mere two weeks for annual vacation, and a rigidity in benefits, versus the Canadian standard of three weeks for annual vacation, and flexible benefits.

Some firms from other countries were characterized as displaying more rigidity in practices than Canadian firms. Specifically, German firms were noted as focusing heavily on numbers in a "*robotic*" (P3) manner, where employees were expected to do their job and leave. The management practices in a Singaporean firm presented obstacles that the headhunters struggled to surmount in their quest to find appropriate candidates. The issue was unveiled, as follows:

*"… they're running their business like a Singaporean business and they have a bad reputation and nobody wants to work for them. … We found top, top, top people in*

*Canada that were willing to take on the role. They* (the firm) *declined all of them because they don't fit their mold, which is very subservient, um, top down."* (P3)

A lack of alignment between the foreign firm's management style and the preferences of local workers was seen to have a significant impact:

*"So, this company from Southeast Asia that moved here, they bought a company here … even to date, they have struggled because there was a significant bleed of the local talent who couldn't work with their manner of management, right: the management ethos from a different part of the world. If you do not hire local management and allow them the flexibility to run it the way they want it locally, instead of trying to impose your own… head office style, and impose that globally, everywhere else, it's going to be a major deal breaker for you."* (P5)

Not only did this company lose existing talent, but the headhunter felt obliged to advise candidates of the challenging environment. His view was that the company would only change when they recognized that their adherence to the home-country management style had an undesirable effect on their choices of candidates:

*"I believe it's just a learning curve. I find that organization doesn't give enough of importance until it's too late, right. Until they've already faced the consequences of that, and then they start changing it. It would be easier if they recognized the value of, at least, having the groundwork about this before they make the decision, you know, to move somewhere."* (P5)

### 3.6.4. Consequences: Lack of Fit

The concept of 'fit' was a dominant theme throughout the interviews. In line with Kristof's (1996) definition of person-organization fit as compatibility between organizations and their employees, the most articulate elucidation of 'fit' came from P2: *"Fit means that there is a long-term relationship between the employer and the employee. Um, fit means there's an alignment of values of how to do business."* Thus, the headhunter needs to understand the values of both the organization and the candidate in order to assess alignment.

Candidates in Canada were described as desiring challenging work, a progression path, flexibility in working hours, and transparency from the organization if it was experiencing challenges. If those preferences did not match with the organization's practices, it could be difficult to find a good fit, particularly in a strong local economy where candidates had choices. This discrepancy became apparent in some instances, when the firm's practices were based on foreign perspectives. For example, many headhunters noted differences between practices in Canadian versus American firms, as encapsulated by this comment:

*"Canadian companies tend to recognize that they have to look after their people beyond just giving them a job, whereas I think there was a perception in the US that people should be grateful to work for us."* (P1)

When headhunters perceived a lack of alignment between a foreign firm's HR practices and candidates' preferences, headhunters would sometimes offer feedback to the firm. Some firms were less receptive than others at heeding that feedback, resulting in more challenges in attracting local talent:

*"The only client that we have, that we seen as an issue is, like, a Singaporean client that is in the egg business over here, and they have no idea how to be in the egg business over here, but they have a lot of money … Their head office is in Vancouver, where every other egg head office is in Regina, Saskatchewan; or Saskatoon or Winnipeg … But they're not willing to change their view because they're from Singapore and this is the way it's going to be done. So, find it or you're not going to, like, just a different mentality."* (P3)

Data showed no evidence of conscious effort being used by headhunters to influence candidates' perceived fit with foreign firms. On the contrary: headhunters shared a common objective of neutrality, achieved through the strategy of transparency.

### 3.6.5. Transparency with Candidates

Transparency can be viewed as the sharing of understanding through communication (Ucok, 2006). Headhunters use transparency to accomplish their goal of a long-term fit between clients and the candidates that they hired. Achieving this goal provides benefits for all three entities involved, those being the client organization, the candidates, and the recruiting agency. On a practical level, agencies provide guarantees to clients that could come with financial ramifications if a candidate leaves a placement prior to the end of the guarantee period. Moreover, adjusting the information shared with a candidate in order to achieve a placement might allow for short-term success but could adversely affect the headhunter's reputation if the disillusioned candidate chooses to leave the position. On a philosophical level, one headhunter explained that "*We ask for transparency from our clients and from our candidates. So, out of respect, we give transparency back to them.*" (P2)

Although headhunters are paid solely by their clients, not the candidates, many expressed a moral obligation to represent the candidates as well as clients. One example of this was the belief that it would be unfair to entice someone out of a current role with an inaccurate portrayal of the opportunity in the client organization. Furthermore, headhunters truly play a role as intermediaries in gathering and disseminating information (Benner, 2003). They use this role in multiple ways. Not only do they relay information from clients to candidates, but they also elicit feedback from other candidates which they then share with their candidates for an opportunity. The feeling of duty owed to candidates was expressed as follows:

*"We get enough testimonials right, so we had to prepare people before they joined them, as that is how it's going to be; it's not going to be easy, it's going to be hard… We have to, right, or else we are doing a disservice with the person we are representing."* (P5)

One method used in attempts to stay neutral was to avoid overselling or underselling the organization. Headhunters recognized that characteristics of a firm that might be seen as negative to one person, could be seen as positive to another, whether that person be a candidate or themselves. Consequently, headhunters clearly identified the international nature of any foreign firms to their candidates, recognizing that some candidates might seen the international nature of a firm as an advantage in gaining coveted experience.

Nonetheless, transparency came with limits. Headhunters consciously strove to avoid tainting the candidates with their own thoughts or preferences. Some chose not to reveal information that might not be pertinent to a particular opportunity, even if it might have been relevant to another role within the same client organization. Finally, headhunters regularly encouraged candidates to conduct their own research on client organizations. When pressed for details, they relied on the strategy of transparency:

*"So, some of the information we have is just, probably, information that's not going to be relevant and available to them and probably never affect them, in that sense. So, no, I don't really share that type of information. Sometimes, it's like you'll get a really, sort of, tenacious candidate that will be like, 'Oh, I heard this about them' or 'I've done the research on both of them' and I'll be honest, if they ask me, and I'll say, 'Yeah, well, it is this type of company,' but no, I wouldn't, I probably wouldn't put my two cents in."* (P3)

### 3.6.6. Formal Systems Impede Assessment of Fit

In some situations, client firms have formal recruitment processes that not only close the door to guidance from headhunters, but also limit the information that is shared with them. Some large firms with mature systems have vendor management software that issues job orders to the headhunting agencies that have been pre-qualified with a master services agreement. Many foreign firms fit into this category, as they have grown in their home country and then expanded to Canada. One of the stipulations to headhunters is that they are not allowed to speak to the hiring manager in these companies; only to the HR department. This restriction creates a predicament in assessing which candidates would be a good fit for the organization:

*"You don't do it very well, you're, you're shooting in the dark. It's very, very difficult. So, um, usually it will start with, um, basically trial and error. So you're kind of shooting in the dark and every once in a while, you get close enough to the bullseye that you get at least an interview request for one of your candidates. And as you're putting in all that work and keep sending candidates and you start to try to spot trends and who they're choosing to interview and/or hire, even if you've kind of made a placement of dumb luck because you were shooting in the dark, but you try to spot that trend and narrow it in. And even if you didn't know where the bullseye was in the dark, you can kind of start to trace an outline; gets really difficult. Um, and it takes a lot of hard work upfront, in the beginning."* (P9)

The result is that the headhunters need to rely on other sources to compose a complete picture of the client's culture and the type of candidate that would fit there:

*"…we listen to our clients about what, you know, what their culture is like, but we also listened to our candidates who might've worked in certain areas of those organizations before, too, and kind of feel it out."* (P6)

### 3.6.7. Improving Attractiveness

For both foreign and domestic clients, part of the headhunters' role often included participating in negotiations between the two parties. Headhunters also coached both clients and candidates. This coaching could be a means of helping both parties to understand each other and, subsequently, align expectations, particularly when the client was foreign:

*"I've seen it that, you know, the expectations don't align with, you know, local legislation … and that's much more difficult because you typically have to have the conversation with the client to explain to them that that's not how we do things in Canada and to find somebody that's okay to work, how their expectation is, is, is more difficult."* (P2)

One of the key benefits that headhunters provide to any client is the ability to attract candidates, qualify them, describe the job, and sell the position. This skill becomes a key advantage to clients who are new to a host market. By virtue of their newness, foreign firms may struggle to attract candidates:

"… *when they normally call us, sometimes, because they don't have that reputation here… We do have one client that was just new into the Canadian market. They weren't American but they were European and so yeah, like they engaged us because, you know, they needed us to profile them because posting a job alone, people wouldn't necessarily know who they are so, for us to kind of let a candidate know… this organization, this is their track record*. *… I'd say, yeah, a lot of the times if they are coming into the market, that's when they engage a recruiter, too, especially if they're not having much luck with people applying to them directly if they're not like a brand that's really well known."* (P6)

While the flow of information is normally from client to headhunter to candidate, at times, that flow is reversed. Headhunters gather information from candidates, in order to provide guidance to the clients. That guidance may take the form of crafting a job description, selecting a title, or providing input to compensation:

*"If it is a foreign organization coming into our market,… we're able to tell them, like, that pay or that compensation, yeah, that's not going to work for a salesperson* (here)*. So, we're able to give them some guidance and I'm kind of, like, what other comparable positions in (*this*) market, who you're competing against, what you might need to do, what you're not going to find … our candidates give us a lot of information to advise our … clients, especially ones that maybe haven't been in a certain province or certain city or certain country. So, we're able to provide that expertise as well to our clients."* (P6)

Overall, headhunters showed themselves to be far more than conduits of information from clients to candidates. Their knowledge of the local market and their access to candidates and information from candidates means that the headhunters can play a key role in helping firms to become attractive to candidates, and then finding the candidates who would see themselves as fitting with the organization. The result is a three-way success for the firm, the candidate, and the headhunter.

## 3.7. Discussion

Research into labour market intermediaries (LMIs) has proposed that they may be beneficial to the recruitment process (Autor, 2009). To date, that research is still preliminary (Cappelli & Keller, 2014). One of the areas that has not yet been addressed is the role of LMIs in the recruitment process for foreign firms. We have not yet heard the voices of these experts who work with a multitude of firms in various industries and thus, provide a different perspective from internal HR departments. Since the employment and recruitment industry in Canada handles millions of dollars worth of searches annually (IBISWorld, 2017a), the absence of these voices creates a void in the literature.

This study began the process of filling that void by investigating how the foreignness of firms affected headhunters' work in attracting candidates to those firms. Emergent results indicate that the firms' foreignness was rarely a point of conversation and thus, seemingly irrelevant to the search and assessment of qualified candidates. This finding is contrary to a substantial area of the literature demonstrating the liabilities of foreignness, based on the firm's COO (Ramachandran & Pant, 2010; Zaheer, 1995). Instead of being a liability, foreignness had no effect, as long as headhunters perceived a reasonable fit between the firm's management practices and the headhunters' understanding of candidates' preferences. Consequently, this study answers a call for additional research into recruitment practices that cross cultures (Ployhart, 2006).

This study also adds to the research on fit and its association with foreignness. 'Fit' occurs on a number of levels. At the highest level, 'person-organization fit' (Kristof, 1996) looks at the mutual attraction between a candidate and the hiring organization. Thus, headhunters must first understand where the organization fits into a range of characteristics regarding organizational culture, management style and human resource policies. Depending upon the choices made by foreign firms, these characteristics may reflect more of the standards of the firm's COO than the host country.

Vacation policies may not sound like they are a part of culture but the standard two-week vacation period for American firms can be linked to the American focus on achievement. A high achievement-orientation is associated with a masculine cultural dimension (Hofstede, Garibaldi de Hilal, et al., 2010). The USA ranks moderately higher than Canada on that dimension (Hofstede, Hofstede, et al., 2010). Consequently, headhunters in this study observed that candidates in Canada did not find a two-week vacation period as attractive. Instead, they expected a minimum of three weeks of vacation, in keeping with a stronger predilection toward a balanced lifestyle.

Moreover, both culture and economic conditions in the COO may have influenced the Singaporean company that was having trouble attracting an executive in Canada whom it also found attractive. On the cultural side, Singapore ranks substantially higher than Canada in terms of power distance, meaning that Singaporeans would accept a much higher differential between those who have power, and those who do not (Hofstede, Hofstede, et al., 2010). (See Figure 4: Cultural Comparison of Canada, Singapore, and USA.) The headhunter who described their Singaporean client as showing strong 'top-down' management was actually describing this dimension of the culture of the company's COO. Typically, Singaporeans are ascribed authority based on title and age, not through demonstration of skills or achievements (BPI Staff, n.d.). Correspondingly, Singaporean managers do not feel the need to explain their choices or actions (BPI Staff, n.d.), which is diametrically opposed to the Canadian preference for transparency.

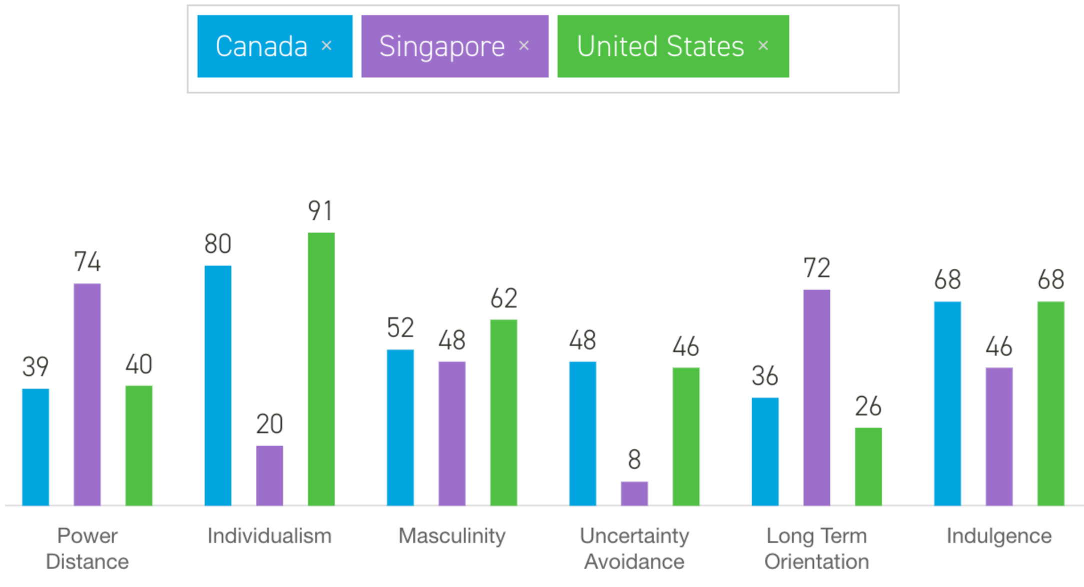


**Figure 4: Comparison of Cultural Dimensions of Canada, Singapore, and USA**
Source: Reprinted from Country Comparison by Hofstede Insights, August 8, 2020, retrieved from https://www.hofstede-insights.com/country-comparison/canada,singapore,the-usa/

Another aspect of Singapore that may have affected the company's search for an executive in Canada is the economic conditions in the firm's COO. Strong competition for jobs in Southeast Asia has led to high expectations of candidate's capabilities (Kumar, 2018). This may have led the company in Canada to believe that they had a vast selection of qualified candidates to choose from, and that they had no need to modify their management style to attract candidates.

In keeping with the definition of 'fit' as a long-term relationship between client and candidate, headhunters are conscious of how an ill-fitting placement can affect their own long-term relationship with their client and candidates. A quick win with a less-than-ideal fit can result in a smoldering disaster and protracted damage to their own reputation. Thus, the work of successfully finding a candidate who is both attracted to and attractive to the organization serves to fulfill both the short-term goal of earning payment and the long-term goal of building a base for future job orders. Consequently, headhunters go well beyond the concept of being passive conduits of information from clients to candidates. Headhunters actively developed strategies for interacting with candidates. Overwhelmingly, the key strategy used was that of transparency.

Transparency refers to sharing information in a timely, reliable, and understandable manner (Baraibar-Díez & Sotorrio, 2018). Headhunters consistently referred to the need to openly share information with both clients and candidates. One of the ways that organizations gain information about the host environment is to hire local managers who can provide feedback to the head office about local conditions and preferences. An additional benefit of this strategy is that it provides a buffer between local workers and the head office. In cases where there was a large discrepancy between the management style of the home and host countries, headhunters mentioned that the local upper management often bore the brunt of those differences. Consequently, local workers were oblivious to the differences, and headhunters were able to focus on attracting candidates to the foreign firm as if it was just another potential employer.

Essentially, building the buffer between head office and local workers equates to mitigating the liability of foreignness. Although the firm does not change its COO, it reduces the visibility of the differences that would highlight that foreignness. Another method of mitigating the foreignness is to modify the management practices so that they align more closely with the preferences of local workers. Whether hiding or minimizing the differences, the firm succeeds in blending into the local economy. If the firm looks like a duck and acts like a duck, it may not matter to local candidates it is actually a peacock.

## 3.8. Limitations

A key contribution of this study was giving voice to headhunters as previously-silent experts in the field of international business. Future research may expand upon this foundation through a systems-wide approach that includes the voices of prospective applicants as well as actors within the foreign firms.

The first limitation of the study of headhunters' involvement in organization attraction to foreign firms is due to the relatively modest number of participants in a defined geographic area. While time and cost constraints limited the effort to find further participants, the COVID-19 pandemic also played a role as it redirected the focus of headhunters who may have otherwise responded positively to requests for interviews. A reasonable extension of this study would be to expand the number of participants, both in number and geographic distribution, perhaps adding more from the major Canadian centers of Vancouver, Calgary, and Toronto. It is likely that results would be similar, though a higher proportion of foreign firms in headhunters' portfolios may produce more examples of firms that have not aligned their management practices with local preferences. Outside of Canada, different economic conditions may yield very different results. If domestic firms have a plethora of local candidates to choose from, the firms may tend to disregard the preferences of those workers. Similarly, foreign firms may simply need to offer base levels of compensation in order to be deemed as acceptable employers. The concept of 'fit' would lose its saliency.

A second limitation is that of social desirability. It is possible that political correctness (Morris, 2001) has become so ingrained in professional life that the concept of portraying foreign firms as being less attractive than domestic firms would seem unacceptable to interview participants. This seems unlikely, since the emphasis during interviews was simply on describing their own experience. Notably, interviews took place before the anti-racism movement gained momentum in Canada and the USA in 2020. Moreover, when examples of less-attractive foreign firms were recounted, there did not appear to be any undue discomfort on the part of participants. In addition, since questions were openly probing for examples of difficulties in attracting candidates to foreign firms, participants who were prone to appeasing others would have been more likely to be forthcoming with examples, rather than denying the assumption in the questions.

A more likely limitation of this study is common to all interviews, that being the issue of poor recall on the part of participants (Yin, 2009). The probability of this limitation being active was supported by the observation that examples of foreign firms that were having trouble attracting candidates usually came up at the end of the interviews, after numerous probes. This limitation could be addressed in future work through follow-up discussions with headhunters who participate in the study.

# Chapter 4. General Discussion

The studies included in this dissertation investigated the effect of foreignness on the level of attraction to foreign firms, in the developed country of Canada. The quantitative survey examined the effects of various independent variables and moderators on OA in three conditions, those conditions being associated with a foreign firm from either the emerging markets of Mainland China or India, or the developed market of the U.S. As additions to the IB literature, results showed an example of each of LOF, LOR, and LOE. LOF was demonstrated by the significant relationship between the perception of tone of news from a firm's COO and OA to the firm in all three conditions. Evidence of LOR regarding Mainland China emerged in results from two significant relationships with OA: one from the interaction of CQ and Tone of News, the other from Experience. Finally, LOE became apparent in the higher level of attraction to the American firm from individuals who were employed full-time, as compared to the Indian or Chinese firms.

The quantitative survey focused on intentions of individuals concerning their OA to foreign firms. In contrast, the qualitative study dove into the lived experiences of headhunters who sought to provide candidates to their client firms from other countries. Those experiences bore no indication of LOR nor LOE. Instead, they provided evidence of LOF under a set of specific conditions: a misalignment between the firms' management practices and the preferences of the local candidates.

The remainder of the quantitative survey produced non-significant results for many of the proposed relationships, such as the effect of preference for psychological contracts on OA. Likewise, the general consensus from interviews with headhunters was that the foreignness of firms was normally inconsequential in efforts to attract candidates to those firms.

This lack of interest in a firm's COO may be due to senior management in the host country acting as a buffer between the firm's head office and the employees in the host country. These senior managers effectively become the management equivalent of the biological blood-brain barrier in humans. The biological barrier is involved in ensuring the stability of the environment that is needed for communication between neurons in the central nervous system (Abbott, Patabendige, Dolman, Yusof, & Begley, 2010). Employees in the host-country are the equivalent of the neurons, sending messages that translate into the working of the body or organization. The firm's head office plays the role of the blood, providing resources to the brain. Senior management translates the resources into direction in a manner that is acceptable to the employees, providing a stable environment in the host country. Since a good fit between candidates and firms includes candidates' beliefs in how they should be treated at work, a foreign firm that implements practices that are acceptable to the local candidates may become more attractive to the candidates. These practices then make it easier for headhunters to attract candidates to the firm.

The extent to which a barrier between head office and local employees is required may depend upon the extent of the differences in management practices between the firm's home and host countries. Research shows that management practices show patterns within countries, and firms take their management practices with them when they go international (Bloom, 2010). If the firm's management practices at home are in alignment with the practices in the host country, the need for the barrier will be minimal. Thus, study results indicate that organizational attractiveness may not be based on the candidate's view of the firm's COO, the firm's length of time in the host country or mode of entry, nor the extent of adaptation of the firm's management practices. Instead, headhunters implied that OA may be based on providing an environment that matches candidates' preferences. Headhunters perceived candidates in Canada as preferring transparency from management, challenging work, and flexibility in working hours. A focus on these preferences by candidates may explain the lack of significant relationships between OA and psychological contracts. Future research could further examine the relationship between OA and a firm's alignment with candidates' preferences as a means of mitigating LOF.

Overall, an online survey contributes to the literature on organizational attraction to foreign firms as the first study to assess the relationship between potential candidates' experience with people from a foreign firm's COO, their perception of tone of news from the firm's COO, and their attraction to a firm from that COO. In addition, moderators of affinity to the firm's COO and CQ of potential candidates are introduced to the literature. In self-reports via an online survey of 304 respondents in Canada, the relationship between perception of tone of news and OA to foreign firms from three countries was significant.

The qualitative study in this dissertation also contributes to the literature on OA to foreign firms through the lens of the agency recruiters, or headhunters, who attempt to find candidates to the firm, based on establishing a good fit. Once alignment between the foreign firm's practices and candidates' preferences has been attained, the work of headhunters in attracting candidates to the foreign firm may be that much simpler.

## 4.1. Limitations and Implications

Foreign firms that invest in host markets require a welcoming environment that includes attractive local knowledge workers. In turn, the firms must present an environment that is attractive to those workers. My contribution to the academic literature is at the intersection of international business and human resources by investigating the factors that affect attraction to foreign firms. Understanding the perspective of knowledge workers that are willing to contribute to foreign firms will be integral to the ability of host markets to thrive in a global economy. Thus, we offer implications of these studies for both research and practitioners.

## 4.2. Implications for Research

When viewed collectively, the studies offer insight into the different dimensions of foreignness and its associated liabilities. Not all foreign firms are victims of discrimination from local candidates. Firms that make efforts to blend into their surroundings may be perceived as just another employer. Some may find themselves in the same broad circumstances as many other foreign firms, leading to LOF. Others may find that their COO plays a part in establishing either LOR or LOE. In some aspects of my quantitative study in this dissertation, the American firm suffered from LOF, Indian from LOF and LOE, and Chinese from all three types of liabilities. Consequently, future research may acknowledge that different levels of foreignness may be active, simultaneously.

The concept of 'person-organization fit' (Kristof, 1996) focuses on an individual's evaluation of their own fit with an organization. However, 'fit' is a two-way street. Foreign firms that wish to attract local workers must address the question of how well they fit into the local market. Viewing 'fit' from the perspective of candidates offers an avenue of research into the choices made by foreign firms to present themselves as attractive employers, thus mitigating the potential liabilities of foreignness, origin and emergingness.

There is often a difference between what people believe and what they actually do (Gillham, 2000). Thus, a prospective longitudinal study could involve working with headhunters to conduct surveys with their potential candidates, prior to the candidates being contacted by headhunters regarding an opportunity at a foreign firm. In this way, similarities and differences between the self-reported intentions of candidates, and their behavior as observed by headhunters, could be compared.

A limitation of these studies is that headhunters are not used by every foreign firm, nor for filling every vacancy. It may be that headhunters' expertise in selling the specific job and firm makes the firm's foreignness moot, whereas individual candidates looking at a job posting may be swayed by the firm's foreignness. Therefore, the perspective offered by the headhunters may not apply to candidates who choose whether or not they make direct applications to foreign firms. In this case, a longitudinal study could compare perceptions of people who post their resumes, indicating that they are actively looking for work, with a record of the companies where they actually apply for work.

Interviews with headhunters were limited to discussions regarding the placement of candidates in permanent positions with foreign firms. In this era of the gig economy (e.g., Page-Tickell, Ritchie, & Page-Tickell, 2020) where many people have multiple, temporary jobs, the relevance of a firm's foreignness to candidates' OA may change. Future research could investigate this angle, both from the viewpoint of candidates and of the headhunters that place them in temporary positions.

Furthermore, foreign client firms of the headhunters who participated in interviews were predominantly from developed markets. Future research could expand the scope of interviews to include headhunters who work with EMNE to see if the firms' foreignness has any more bearing on candidates' attraction to the firm than those described here.

Headhunters reported during interviews that foreign firms that implement practices that are acceptable to the local candidates are more attractive to candidates. A future experimental study could compare candidates' attraction to firms with descriptions of firms with various types of management practices.

## 4.3. Implications for Practitioners

Luo, Shenkar, and Nyaw (2002) suggest various strategies for reducing the liability of foreignness that may affect foreign firms. Offensive strategies would assist the foreign firm in adapting to the environment in a host country and increasing the credibility of that firm in the eyes of the HCNs, such as the firm's potential employees.

Interviews with headhunters exposed the relevance of candidates' perceptions about specific firms, and how those perceptions were communicated to other candidates. This was particularly salient in the cases of foreign firms that maintained management practices in contrast to those preferred by candidates. We can learn from the world of marketing, that firms can manage perceptions of themselves and how people see them (Hoffman & Turley, 2002). Thus, foreign firms may be able to manage perceptions in ways that would cause candidates to consider them more attractive. Building a reputation for treating employees in a manner that is consistent with local preferences would be one way to manage perceptions of the firm. Since information transmitted via word-of-mouth is both viewed as credible and positively influences organizational attractiveness (Van Hoye & Lievens, 2005), encouraging current employees and others who have contact with the firm to share positive views of the firm with potential candidates may help to build a positive image of the firm in the minds of those candidates. While news coverage in the media may affect OA, so, too, may news from peers who have formed opinions about the environment within the foreign firms.

## 4.4. Conclusion

As firms continue to expand internationally, many of those firms will require the services of knowledge workers in their host countries. In this dissertation, I include the theoretical background and results of a mixed-methods investigation of the factors affecting individuals' attraction to foreign firms.

A conceptual model included hypotheses regarding factors that influence the organizational attraction to those firms. First, the perception of the tone of news coverage from a particular country in the media, and experience with people from that country, were proposed to be associated with organizational attraction to firms from that country. Furthermore, the applicant's preference for a type of psychological contract with the prospective firm was proposed to affect organizational attraction to foreign firms. In addition, a set of personal factors, including cultural affinity, and cultural intelligence, were proposed as moderators. An online study of knowledge workers in Canada tested this model. Results showed that the only significant predictor of OA to foreign firms was the perception of the tone of news coverage of the firm's COO.

A qualitative study investigated the role of foreignness of foreign firms in the work of labour market intermediaries, specifically headhunters in external placement agencies, as they attempted to attract candidates to those firms. Emergent results revealed that, to a great extent, foreignness was irrelevant. As long as the foreign firm offered an environment that was similar to domestic firms, attraction to the firm was not affected by the foreignness of the firm.

Overall, I have addressed the question of what factors influence organizational attraction to foreign firms in this dissertation. Firms that wish to attract knowledge workers may need to align their management practices with the preferences of local candidates, in order to be considered as viable employers.

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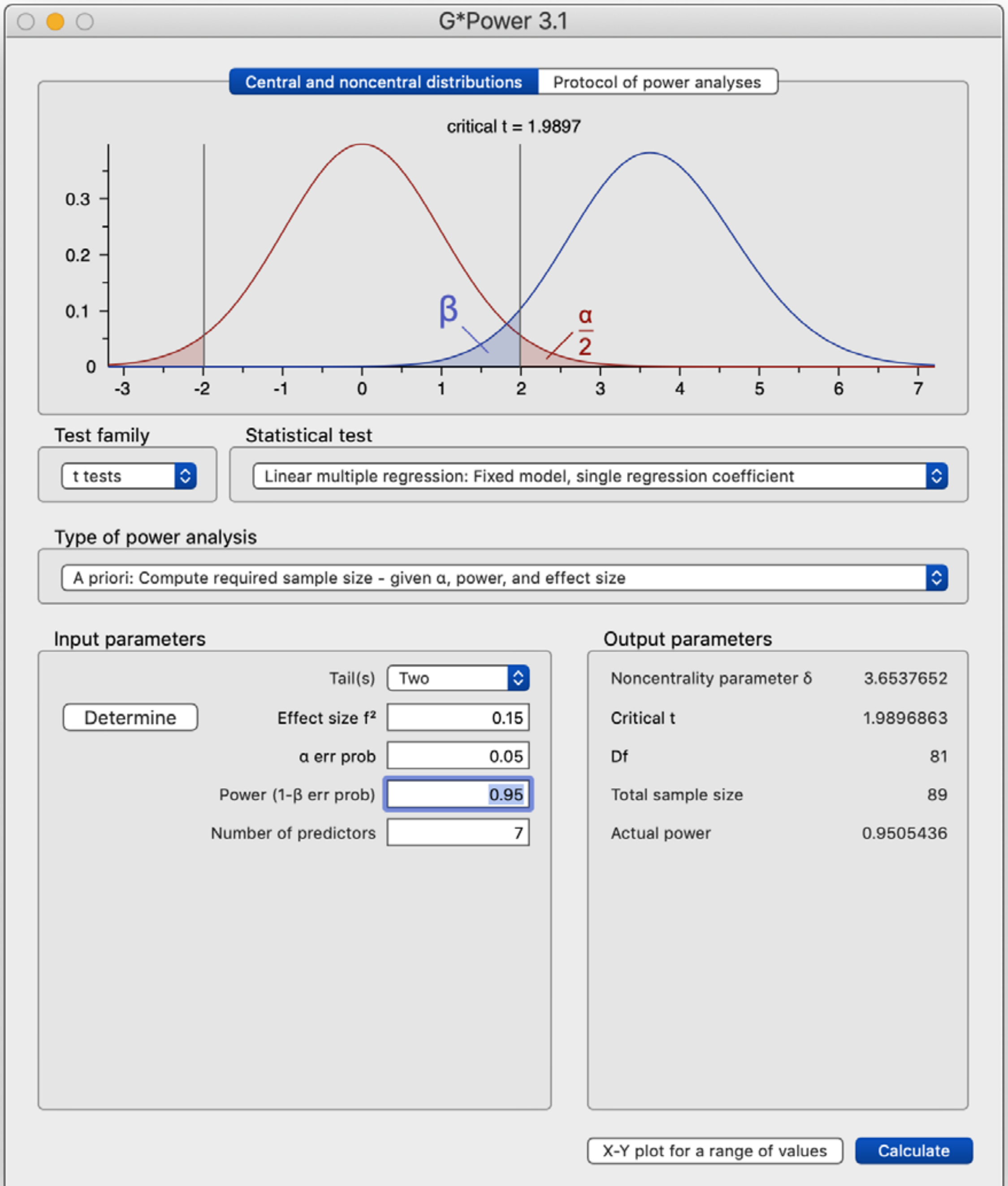
# Appendix A. Output from G*Power



# Appendix B. Survey Questionnaire



**Informed Consent**

**Welcome to the research study!**

**We invite you to participate in our study on employment options in Canada.**

DORE Application 2018s0356

**Principal Investigator:** Monica Semeniuk
PhD Candidate, Beedie School of Business, Simon Fraser University

**Faculty Supervisor:** Dr. Mila Lazarova
Associate Professor of International Business, Beedie School of Business, Simon Fraser University

**Please read the following material that explains this research study.**

Selecting "I agree to participate in this study" on the end of this form will indicate that you have been informed about the study and that you want to participate. We want you to fully understand what you are being asked to do and what risks and benefits – if any – are associated with this study. This should help you decide whether or not you want to participate in this study.

Please ensure that you *do not identify yourself or any third party by name* in the completion of this study.

**Why am I being invited to take part in a research study?**
You are invited to take part in this study to give us your opinion on the *desirability of working with a sample firm*.

**What should I know about this study?**
This study starts with an example of a recruitment ad. We will ask you to read it and answer some associated questions. The remainder of the survey will ask questions about you, your thoughts and opinions, and a little about your knowledge of international events.

Please note that your participation of this study is completely voluntary. *You are free to skip any questions* or tasks that you find uncomfortable. Refusal to participate, or withdrawal after agreeing to participate, will have no adverse consequences.

Once you have completed the study, we will ensure that your responses are not shared with any third parties.

**How long will the study take me?**
This particular study should take approximately *20-30 minutes* of your time to complete.

**Will being in this study help me in any way?**
The questions involved in this study may provide you with food for thought on employment options in Canada.

**Is there any way being in this study could be bad for me?**
No. There are no foreseen risks or discomfort associated with this study; as such it is designated as minimal risk (risks that are not greater, in and of themselves, than those ordinarily encountered in daily life). The likelihood of overt discomfort is estimated to be extremely rare and infrequent.

**What happens to the information collected for the research?**
The responses that you provide in this study will be kept *completely confidential* (i.e. your name will not and cannot be associated with your responses in any way). This survey will not ask you for any personal identifying information. The data will be collected and built on Qualtrics (https://www.qualtrics.com), which is programmed to collect responses alone and will not collect any information that could potentially identify a participant (such as machine identifiers). Only Monica Semeniuk, the principal investigator, and her supervisor, Dr. Mila Lazarova, will have access to this information.

Raw *data will be stored for a minimum of 5 years* on secured Qualtrics servers. Qualtrics is located in the United States (U.S.). The new U.S. CLOUD (Clarifying Lawful Overseas Use of Data) Act [passed in March 2018] allows the U.S. federal government to compel U.S.-owned technology companies to provide data stored on their servers, regardless of where those servers are located. Thus, data may be subject to U.S. privacy law. In this case, the likelihood of the U.S. government exercising their power to access data is very low.

We will collect and code the raw data into analyzable data for statistical analysis. The coded electronic data will also be stored on a stored on a memory stick that is locked behind doors at the Segal Building of Simon Fraser University, indefinitely. Qualtrics has a built-in feature to detect any incomplete responses (that is, if you decide to withdraw in the middle of this study) which enables researchers to identify and delete any dropped-out responses before the data are used for further analysis.

Please note that the Internet is not considered as a confidential medium. In this study, the data will be collected via the Internet. As with any data that is transmitted via the Internet, we cannot completely assure confidentiality during transmission. However, your data is confidential once received. We intend to include *results from the data in aggregate form, not as individual responses,* in the principal investigator's dissertation, potentially publish them in an academic journal, and present them at research or practitioner conferences. Results are generally available six months following the date of your participation.

**Who can I talk to if I have questions?**
If you wish to discuss your participation or obtain the results of the study, please feel free to contact the principal investigator, Monica Semeniuk or her faculty supervisor, Dr. Mila Lazarova.

The Research Ethics Board of Simon Fraser University aims to protect the rights of human research participants. If you have any serious concerns or complaints about the study, your primary contact is the Director of the Office of Research Ethics, Dr. Jeff Toward

Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device.

After reviewing the information above, would you like to participate in this research study (please select one)?

- ◯ Yes, I agree to participate in this study
- ◯ No, I DO NOT agree to participate in this study

**Do you currently live in Canada?**

- ◯ No
- ◯ Yes
- ◯ Other

**How many years have you lived in Canada?**

**In which of Canada's provinces or territories do you live?**

*"Knowledge workers" are described as people who employ their knowledge to do their jobs, rather than relying on machinery or their own physical labour.*

**Would you classify yourself as a Knowledge Worker?**

**What is your current employment status?** ***(Select the option that represents the majority of your time)***

**American Super Block**

*Please read the fictional recruitment ad from Redline Placement Agency and answer the questions that follow. Please note that some questions may appear repetitive or irrelevant; they are included for statistical purposes.*

**Redline Placement Agency Ltd.**: ***The recruitment specialists!***

***Grow with our American client firm!***

Careers
Redline Placement Agency is currently recruiting for our client: A high-tech, multinational enterprise from the USA (United States of America). The company is a leading vendor of network solutions, headquartered in San Jose, and has recently arrived in Canada.

We are currently looking for full-time staff members in a variety of fields, for their Canadian subsidiary, near you. Positions are available in the following areas:

- Management and Administration
- Project and Product Management
- Sales and Marketing
- Technical Engineering, Development and Support
- Finance and Accounting

Our client prides itself on offering a challenging workplace where high-achieving individuals are offered the opportunity to grow. If you think you have what it takes to work for this rapidly growing American firm, then our client wants you on their Canadian team.

**How much would you like to work for the American company described in the recruitment letter?**

- Not at all
- A small amount
- Some
- A considerable amount
- A great deal

**How likely would you be to choose the American company described in the recruitment letter as the top choice for an employer?**

- Very unlikely
- Somewhat unlikely
- Neutral

◯ Somewhat likely

◯ Very likely

**How attractive would you find a job with the American company described in the recruitment letter?**

◯ Very unattractive

◯ Unattractive

◯ Neutral

◯ Attractive

◯ Very attractive

**How much effort would you exert to get a job with the American company described in the recruitment letter?**

◯ None

◯ A small amount

◯ Some

◯ A considerable amount

◯ A great deal

**Assume that you could get exactly the same job, with the same job responsibilities, for the same compensation package, in a multi-national company (MNC) from any of the countries listed below. Please drag and drop the companies into your order of preference, with 1 being the highest:**

- MNC from Brazil
- MNC from Canada
- MNC from India
- MNC from Japan
- MNC from Mainland China
- MNC from the USA (United States of America)

**What comes to mind when you think of the USA (United States of America)?**

**If a company employs you, how much do you believe that it is obligated to do each of the following activities?**

Evaluate my contribution compared to that of others, and treat me accordingly.

Employ me as long as I make a useful contribution.

Create a sense of community among employees.

Share resources with employees who deserve them.

Compensate me based on what other companies do for similar employees.

Be responsible for me.

Pay as much attention to my contributions as anyone else's.

Compensate me based on what I do for the company.

Share the company's positive outcomes with employees if they have contributed to them.

Support me in matters outside of work.

Protect my well-being.

Treat me appropriately with regard to my rank in the company.

Look out for me no matter how well or poorly the company is doing.


**NEWS American**

**Where is your primary news source based?**
*(Please select one option only)*

- Canada
- USA
- Other - Please specify
- Don't know

**How much do you trust your primary news source to provide reliable information?**

- Very much
- A considerable amount
- Some
- A small amount
- None at all
- Not Applicable

***Please think about recent news that you have heard, concerning the USA (United States of America).***
**How would you describe the tone of the news coverage concerning the following items?**

The political situation

Economic development

Level of technology

Business environment

Social issues

The culture

Other- Please specify

EXPERIENCE American

**Have you ever had an experience of any kind, involving a person or people from the USA (United States of America)?**

- Yes
- No
- Don't know

*Please think of your own experiences with people from the USA, regardless of where the experiences occurred. Choose three (3) that you consider to be particularly important in shaping your attitudes toward people from the USA.*

Then, **answer the questions below.**

**In which country did Experience 1 occur?**

**Where did Experience 1 occur?**

- At Work
- Outside of work

**How much do you agree or disagree that you actively participated in Experience 1 *(as opposed to simply observing)*?**

**What is your current feeling about Experience 1?**

**In which country did Experience 2 occur?**

**Where did Experience 2 occur?**

- At Work
- Outside of work

**How much do you agree or disagree that you actively participated in Experience 2 (as opposed to simply observing)?**

**What is your current feeling about Experience 2?**

**In which country did Experience 3 occur?**

**Where did Experience 3 occur?**

- At Work
- Outside of work

**How much do you agree or disagree that you actively participated in Experience 3 (as opposed to simply observing)?**

**What is your current feeling about Experience 3?**

**Have you ever been employed by a firm from the USA (United States of America), either within the USA or in another country?**

- No
- Yes
- Don't know

*Please answer the following 3 questions, based on your employment in a firm from the USA (United States of America).*
*If you were employed by more than one firm from the USA, then please answer the questions based on the firm where you were employed the longest.*

**In what country were you based?**

**Approximately, how many years were you employed by that firm?**

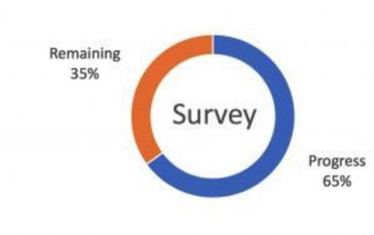
**How satisfied are you, with the experience of employment with that firm?**

**AFFINITY American**

**How much do you agree or disagree with these statements?**

I appreciate the USA's food & cuisine
My experiences with people from the USA are positive
I like the USA
I feel fondness for the USA
I like the language in the USA
I like the mentality of the people in the USA
I like the way of living in the USA
I like the nature and landscape in the USA
I like the USA's political system
I like the USA's arts
I like the movies and entertainment from the USA
I feel the people in the USA are open and friendly to foreigners
The role of the USA in world politics is admirable
I trust the people in the USA
I like the USA's music
I like the USA's architecture
I cannot identify with the people from the USA.
I like the USA's government policies
I appreciate the USA's history

**Knowledge & LIV American**




**What is the name of the speaker for the House of Representatives in the USA (United States of America)?**

◯ Mike Pompeo
◯ Nancy Pelosi
◯ Mike Pence

◯ Ruth Bader Ginsburg

◯ Don't know

**Which country shares a border with the USA?**

◯ Panama

◯ Guatemala

◯ Haiti

◯ Mexico

◯ Don't know

**What was the approximate population of the USA in 2018?**

◯ 52 million

◯ 121 million

◯ 327 million

◯ 694 million

◯ Don't know

**What major holiday is celebrated in the USA, in the middle of each year?**

◯ Independence Day

◯ Labour Day

◯ President's Day

◯ Festival of Lights

◯ Don't know

**Are you a robot?**

◯ No

◯ Yes

**Have you ever lived in the USA for more than 6 months at a time?**

◯ No

◯ Yes

**Have you visited the USA for 6 months or less, per visit?**

◯ No

◯ Yes

**What was the primary reason for your visit to the USA?**

◯ Business

◯ Leisure

◯ Study
◯ To be with people I care about
◯ Volunteering
◯ Wanted the experience of being there
◯ Born there
◯ Other

**How many years did you live in the USA?**

**What was the primary reason that you lived in the USA?**

◯ Business
◯ Leisure
◯ Study
◯ To be with people I care about
◯ Volunteering
◯ Wanted the experience of living there
◯ Born there
◯ Other

**Chinese Super Block**

*Please read the fictional recruitment ad from Redline Placement Agency and answer the questions that follow. Please note that some questions may appear repetitive or irrelevant; they are included for statistical purposes.*

**Redline Placement Agency Ltd.: *The recruitment specialists!***

***Grow with our Chinese client firm!***

**Careers**
Redline Placement Agency is currently recruiting for our client: A high-tech, multinational enterprise from Mainland China. The company is a leading vendor of network solutions, headquartered in Shanghai and has recently arrived in Canada.

We are currently looking for full-time staff members in a variety of fields, for their Canadian subsidiary, near you. Positions are available in the following areas:

- Management and Administration
- Project and Product Management
- Sales and Marketing
- Technical Engineering, Development and Support
- Finance and Accounting

Our client prides itself on offering a challenging workplace where high-achieving individuals are offered the opportunity to grow. If you think you have what it takes to work for this rapidly growing Chinese firm, then our client wants you on their Canadian team.

**How much would you like to work for the Chinese company described in the recruitment letter?**

- Not at all
- A small amount
- Some
- A considerable amount
- A great deal

**How likely would you be to choose the Chinese company described in the recruitment letter as the top choice for an employer?**

- Very unlikely
- Somewhat unlikely
- Neutral
- Somewhat likely
- Very likely

**How attractive would you find a job with the Chinese company described in the recruitment letter?**

- Very unattractive
- Unattractive
- Neutral
- Attractive
- Very attractive

**How much effort would you exert to get a job with the Chinese company described in the recruitment letter?**

- None
- A small amount
- Some
- A considerable amount
- A great deal

**Assume that you could get exactly the same job, with the same job responsibilities, for the same compensation package, in a multi-national company (MNC) from any of the countries listed below. Please drag and drop the companies into your order of preference, with 1 being the highest:**

- MNC from Brazil
- MNC from Canada
- MNC from India
- MNC from Japan
- MNC from Mainland China
- MNC from the USA

**What comes to mind when you think of Mainland China?**

**If a company employs you, how much do you believe that it is obligated to do each of the following activities?**

Pay as much attention to my contributions as anyone else's.

Create a sense of community among employees.

Share resources with employees who deserve them.

Support me in matters outside of work.

Look out for me no matter how well or poorly the company is doing.

Protect my well-being.

Employ me as long as I make a useful contribution.

Compensate me based on what I do for the company.

Be responsible for me.

Compensate me based on what other companies do for similar employees.

Share the company's positive outcomes with employees if they have contributed to them.

Treat me appropriately with regard to my rank in the company.

Evaluate my contribution compared to that of others, and treat me accordingly.


**NEWS Chinese**

**Where is your *primary news source* based?**
*(Please select one option only)*

- Canada
- USA (United States of America)
- Other - Please specify
- Don't know

**How much do you trust your *primary news source* to provide reliable information?**

- Very much
- A considerable amount
- Some
- A small amount

◯ None at all

◯ Not Applicable

**Please think about recent news that you have heard, concerning Mainland China. How would you describe the tone of the news coverage concerning the following items?**

| | |
|---|---|
| The political situation | |
| Economic development | |
| Level of technology | |
| Business environment | |
| Social issues | |
| The culture | |
| Other- Please specify | |

EXPERIENCE Chinese

**Have you ever had an experience of any kind, involving a person or people from the China?**

◯ Yes

◯ No

◯ Don't know

**Please think of your own experiences with people from Mainland China, regardless of where the experiences occurred. Choose three (3) that you consider to be particularly important in shaping your attitudes toward people from Mainland China. Then, answer the questions below.**

In which country did Experience 1 occur?

**Where did Experience 1 occur?**

◯ At Work

◯ Outside of work

**How much do you agree or disagree that you actively participated in Experience 1 (as opposed to simply observing)?**

**What is your current feeling about Experience 1?**

In which country did Experience 2 occur?

**Where did Experience 2 occur?**

- At Work
- Outside of work

**How much do you agree or disagree that you actively participated in Experience 2 (as opposed to simply observing)?**

**What is your current feeling about Experience 2?**

**In which country did Experience 3 occur?**

**Where did Experience 3 occur?**

- At Work
- Outside of work

**How much do you agree or disagree that you actively participated in Experience 3 (as opposed to simply observing)?**

**What is your current feeling about Experience 3?**

**Have you ever been employed by a firm from Mainland China, either within Mainland China or in another country?**

- No
- Yes
- Don't know

**Please answer the following 3 questions, based on your employment in a firm from Mainland China. If you were employed by more than one firm from Mainland China, then please answer the questions based on the firm where you were employed the longest.**

In **what country** were you based?

Approximately, **how many years** were you employed by that firm?

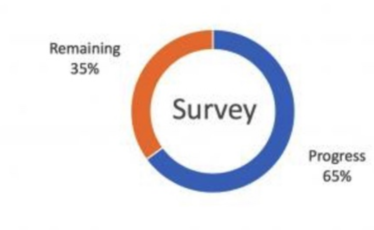
**How satisfied are you,** with the experience of employment with that firm?

### AFFINITY Chinese

**How much** do you agree or disagree with these statements?

I like the people in Mainland China
I like Mainland China's arts
My experiences with people from Mainland China are positive
I like the movies and entertainment from Mainland China
I like Mainland China's political system
I like the language in Mainland China
I trust the people in Mainland China
I cannot identify with the people from Mainland China
I appreciate Mainland China's food & cuisine
I like Mainland China's architecture
I like the mentality of the people in Mainland China
The role of Mainland China in world politics is admirable
I like Mainland China's government policies
I like the way of living in Mainland China
I appreciate Mainland China's history
I feel fondness for Mainland China
I like Mainland China
I like the nature and landscape in Mainland China
I like Mainland China's music

### Knowledge & LIV Chinese




**What is the name of Mainland China's current political leader?**

- ◯ Zhu Rongji
- ◯ Xi Jinping
- ◯ Mao Zedong
- ◯ Deng Li
- ◯ Don't know

**Which country shares a border with Mainland China?**

- ◯ Turkey
- ◯ Iran
- ◯ Cambodia
- ◯ North Korea
- ◯ Don't know

**What was the approximate population of Mainland China in 2018?**

- ◯ 501 million
- ◯ .88 billion
- ◯ 1.4 billion
- ◯ 2.4 billion
- ◯ Don't know

**What major festival is celebrated in Mainland China, in May or June?**

- ◯ Dragon Boat Festival
- ◯ Carnival
- ◯ Diwali
- ◯ Spring Festival
- ◯ Don't know

**Are you a robot?**

- ◯ No
- ◯ Yes

**Have you ever lived in Mainland China for more than 6 months at a time?**

- ◯ No
- ◯ Yes

**Have you visited Mainland China for 6 months or less, per visit?**

- ◯ No
- ◯ Yes

**What was the primary reason for your visit to Mainland China?**

- ◯ Business
- ◯ Leisure
- ◯ Study
- ◯ To be with people I care about
- ◯ Volunteering
- ◯ Wanted the experience of being there
- ◯ Born there
- ◯ Other

**How many years did you live in Mainland China?**

**What was the primary reason that you lived in Mainland China?**

- ◯ Business
- ◯ Leisure
- ◯ Study
- ◯ To be with people I care about
- ◯ Volunteering
- ◯ Wanted the experience of living there
- ◯ Born there
- ◯ Other

**Indian Super Block**

Please read the fictional recruitment ad from Redline Placement Agency and answer the questions that follow. Please note that some questions may appear repetitive or irrelevant; they are included for statistical purposes.

**Redline Placement Agency Ltd.**: ***The recruitment specialists!***

***Grow with our Indian client firm!***

**Careers**
Redline Placement Agency is currently recruiting for our client: A high-tech, multinational enterprise from India. The company is a leading vendor of network solutions, headquartered in Bangalore, and has recently arrived in Canada.

We are currently looking for full-time staff members in a variety of fields, for their Canadian subsidiary, near you. Positions are available in the following areas:

- Management and Administration
- Project and Product Management
- Sales and Marketing
- Technical Engineering, Development and Support
- Finance and Accounting

Our client prides itself on offering a challenging workplace where high-achieving individuals are offered the opportunity to grow. If you think you have what it takes to work for this rapidly growing Indian firm, then our client wants you on their Canadian team.

**How much would you like to work for the Indian company described in the recruitment letter?**

◯ Not at all

◯ A small amount

◯ Some

◯ A considerable amount

◯ A great deal

**How likely would you be to choose the Indian company described in the recruitment letter as the top choice for an employer?**

◯ Very unlikely

◯ Somewhat unlikely

◯ Neutral

◯ Somewhat likely

◯ Very likely

**How attractive would you find a job with the Indian company described in the recruitment letter?**

◯ Very unattractive

◯ Unattractive

◯ Neutral

◯ Attractive

◯ Very attractive

**How much effort would you exert to get a job with the Indian company described in the recruitment letter?**

◯ None

◯ A small amount

◯ Some

◯ A considerable amount

◯ A great deal

**Assume that you could get exactly the same job, with the same job responsibilities, for the same compensation package, in a multi-national company (MNC) from any of the countries listed below. Please drag and drop the companies into your order of preference, with 1 being the highest:**

- MNC from Brazil
- MNC from Canada
- MNC from India
- MNC from Japan
- MNC from Mainland China
- MNC from the USA (United States of America)

**What comes to mind when you think of India?**

**If a company employs you, how much do you believe that it is obligated to do each of the following activities?**

Evaluate my contribution compared to that of others, and treat me accordingly.

Employ me as long as I make a useful contribution.

Pay as much attention to my contributions as anyone else's.

Be responsible for me.

Share resources with employees who deserve them.

Look out for me no matter how well or poorly the company is doing.

Support me in matters outside of work.

Treat me appropriately with regard to my rank in the company.

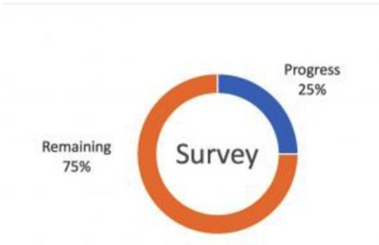
Create a sense of community among employees.

Protect my well-being.

Compensate me based on what I do for the company.

Compensate me based on what other companies do for similar employees.

Share the company's positive outcomes with employees if they have contributed to them.




**NEWS Indian**

**Where is your *primary news source* based?**
*(Please select one option only)*

- ◯ Canada
- ◯ USA (United States of America)
- ◯ Other - Please specify
- ◯ Don't know

**How much do you trust your *primary news source* to provide reliable information?**

- ◯ Very much
- ◯ A considerable amount
- ◯ Some
- ◯ A small amount
- ◯ None at all
- ◯ Not Applicable

**Please think about recent news that you have heard, concerning India. How would you describe the tone of the news coverage concerning the following items?**

The political situation
Economic development
Level of technology
Business environment
Social issues
The culture
Other- Please specify

**EXPERIENCE Indian**

**Have you ever had an experience of any kind, involving a person or people from the India?**

- ◯ Yes
- ◯ No
- ◯ Don't know

**Please think of your own experiences with people from India, regardless of where the experiences occurred. Choose three (3) that you consider to be particularly important in shaping your attitudes toward people from India. Then, answer the questions below.**

**In which country did Experience 1 occur?**

**Where did Experience 1 occur?**

- At Work
- Outside of work

**How much do you agree or disagree that you actively participated in Experience 1 (as opposed to simply observing)?**

**What is your current feeling about Experience 1?**

**In which country did Experience 2 occur?**

**Where did Experience 2 occur?**

- At Work
- Outside of work

**How much do you agree or disagree that you actively participated in Experience 2 (as opposed to simply observing)?**

**What is your current feeling about Experience 2?**

**In which country did Experience 3 occur?**

**Where did Experience 3 occur?**

◯ At Work

◯ Outside of work

**How much do you agree or disagree that you actively participated in Experience 3 (as opposed to simply observing)?**

**What is your current feeling about Experience 3?**

**Have you ever been employed by a firm from India, either within India or in another country?**

◯ No

◯ Yes

◯ Don't know

**Please answer the following 3 questions, based on your employment in a firm from India.**
**If you were employed by more than one firm from India, then please answer the questions based on the firm where you were employed the longest.**

**In what country were you based?**

**Approximately, how many years were you employed by that firm?**

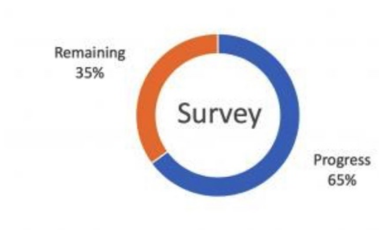
**How satisfied are you, with the experience of employment with that firm?**

AFFINITY Indian

**How much do you agree or disagree with these statements?**

| | |
|---|---|
| I feel fondness for India | |
| I like India's political system | |
| I like India's architecture | |
| I like India's arts | |
| I like the language in India | |
| The role of India in world politics is admirable | |
| I appreciate India's history | |
| I like the movies and entertainment from India | |
| I trust the way of living in India | |
| I like the nature and landscape in India | |
| I like India's government policies | |
| I trust the people in India | |
| I like India | |
| I cannot identify with the people from India | |
| My experiences with people from India are positive | |
| I appreciate India's food & cuisine | |
| I like the people in India | |
| I like India's music | |
| I like the mentality of the people in India | |

**Knowledge & LIV Indian**




**What is the name of India's current political leader?**

- ◯ Jawaharlal Nehru
- ◯ Narendra Modi
- ◯ Devadasi Chakras
- ◯ Mahatma Gandhi
- ◯ Don't know

**Which country shares a border with India?**

- ◯ Iran
- ◯ Afghanistan
- ◯ Laos
- ◯ Bangladesh
- ◯ Don't know

**What was the approximate population of India in 2018?**

- 501 million
- .88 billion
- 1.4 billion
- 2.4 billion
- Don't know

**What major festival is celebrated in India, in late October or early November?**

- Diwali
- Double Seventh Festival
- Carnival
- Animal & Heart Light Festival
- Don't know

**Are you a robot?**

- No
- Yes

**Have you ever lived in India for more than 6 months at a time?**

- No
- Yes

**Have you visited India for 6 months or less, per visit?**

- No
- Yes

**What was the primary reason for your visit to India ?**

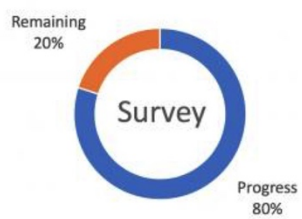
- Business
- Leisure
- Study
- To be with people I care about
- Volunteering
- Wanted the experience of being there
- Born there
- Other

**How many years did you live in India ?**

**What was the primary reason that you lived in India ?**

◯ Business
◯ Leisure
◯ Study
◯ To be with people I care about
◯ Volunteering
◯ Wanted the experience of living there
◯ Born there
◯ Other

**Cultural Intelligence**




**Please indicate to what extent each of the following statements describes you.**

I enjoy talking with people from different cultures.
I think a lot about the influence that culture has on my behavior and that of others who are culturally different.
I sometimes try to understand people from another culture by imagining how something looks from their perspective.
I am aware that I need to plan my course of action when in different cultural situations and with culturally different people.
I am aware of the cultural knowledge I use when interacting with someone from another culture.
I have the ability to accurately understand the feelings of people from other cultures.
I can give examples of cultural differences from my personal experience, reading, and so on.
I can change my behavior to suit different cultural situations and people.
I know the ways in which cultures around the world are different.
I accept delays without becoming upset when in different cultural situations and with culturally different people.

**Marker Variable**

*Reminder: Please note that some questions may appear repetitive or irrelevant; they are included for statistical purposes.*

**How much do you agree or disagree with the following statements?**

I use nutrition information on the label when making most of my food selections.
I read about nutrition online, or in magazines and books.
I usually pay attention to nutrition information when I see it in an ad or elsewhere.

I don't spend much time in the supermarket reading nutrition information.

## Control/Demographics

**Where were you born?**

**In what year were you born?**

**What is your gender?**

**What is the highest degree or level of school that you have completed?**

**In which town or city do you work?**

*(If you work in a remote location, please state the town or city that is closest to your place of work.)*

- ◯ Click to write Choice
- ◯ Not Applicable

**How many years have you been (or were you) in the workforce?**

**In what industry do you work?**
*(If more than one, please choose the primary industry.)*

**Please indicate to what extent each of the following statements describes you.**

I know of other organizations/companies where I could get work.

My personal qualities make it easy for me to get a new (equivalent or better) job in a different company/ organization.

My competence is sought-after in the labour market.

I have a contact network that I can use to get a new (equivalent or better) job.

My experience is in demand in the labour market.

**Do you feel that you have the same career opportunities as your peers?**

**How would you describe your position in your organization? (Select one option)**

**What was your average household income per year, in Canadian dollars, for the past 5 years?**

Do you speak any language other than English?

- ◯ Yes
- ◯ No
- ◯ Somewhat

***Included, below, is a list of languages most commonly spoken in Canada.***

**Please select all languages that you speak, other than English.**

| | | |
|---|---|---|
| ☐ Albanian | ☐ Hindi | ☐ Portuguese |
| ☐ Amharic | ☐ Hungarian | ☐ Punjabi |
| ☐ Arabic | ☐ Ilocano | ☐ Romanian |
| ☐ Armenian | ☐ Inuktitut | ☐ Russian |
| ☐ Bengali | ☐ Italian | ☐ Serbian |
| ☐ Cantonese | ☐ Japanese | ☐ Somali |
| ☐ Cree | ☐ Khmer (Cambodian) | ☐ Spanish |
| ☐ Croatian | ☐ Korean | ☐ Tagalog |
| ☐ Dutch | ☐ Malayalam | ☐ Tamil |
| ☐ French | ☐ Mandarin | ☐ Turkish |
| ☐ German | ☐ Min Nan | ☐ Ukrainian |
| ☐ Greek | ☐ Ojibway | ☐ Urdu |
| ☐ Gujarati | ☐ Persian (Farsi) | ☐ Vietnamese |
| ☐ Hebrew | ☐ Polish | ☐ Other |

*Multicultural people have more than one cultural identity. A cultural identity is a culture that is so familiar to them that it becomes part of who they are. A culture can refer to a region or a country. For example, Chinese, Indian, and French-Canadian are all names of cultures. You can be a member of a culture even if you've never lived there, but it must be so deeply embedded in you that it influences your values, your behaviors and the way you see the world.*

**Would you describe yourself as either bi-cultural or multi-cultural?**

- ◯ No
- ◯ Don't know

◯ Yes: Please specify which cultures

**Ethnocentrism**

**Which country do you consider to be your 'home country'?**

(This may be the country where you were born, or the one where you feel most 'at home.')

**How much do you agree or disagree with each statement regarding your 'home country?'**

The values and customs in my home country are better than those in other countries.

People in other countries could learn a lot from my home country.

People from different countries would be happier if their countries were more like my home country.

My home country is clearly the most desirable country in the world in which to live and work.

Compared to other countries in the world, my home country is the clear leader in many categories.

**If you have any comments that you would like to add, please include them, here:**

# Appendix C. Measures for Survey Questionnaire

## Organizational attractiveness

| | |
|---|---|
| *Original measure*: Attraction to firm (Turban & Keon, 1993; Turban et al., 2001) | *Revised* |
| 4 items | 4 items |
| 5-point scale, 1 to 5 where 5 is highest, modified for each item | 5-point scale: 1 to 5 for each item |
| How much would you like to work for the client company described in the recruitment letter?<br>(1=none, 2=a small amount, 3=some, 4=considerable amount; 5=a great deal) | To what extent would like to work for this company? |
| How likely would you be to choose the client company described in the recruitment letter as the top choice for an employer?<br>(1=very unlikely, 2=somewhat unlikely, 3=neutral, 4=somewhat likely, 5=very likely) | To what extent would you choose this company as a top choice for an employer? |
| How attractive would you find a job with the client company described in the recruitment letter?<br>(1=very unattractive, 2=unattractive, 3=neutral, 4=attractive, 5=very attractive) | To what extent would you find a job with this company attractive? |
| How much effort would you exert to get a job with the client company described in the recruitment letter?<br>(1=none, 2=a small amount, 3=some, 4=a considerable amount, 5=a great deal) | To what extent would you exert a great deal of effort to work for this company? |

## Perception of Tone of News Coverage in Media

*Original*: (Watson & Riffe, 2012)

"Respondents indicated on a 5-point scale (1 = very unfavorably, 5 = very favorably) their response to the question: 'How would you describe the way North Carolina immigrants are treated in the news stories you see about immigrants?'"

*Original*: (Martin & Eroglu, 1993): Country Image Scale

Each item was measured with a 7-point scale, where respondent chose between 2 sets of descriptive phrases.

1) economically developed vs. economically underdeveloped
2) democratic system vs. dictatorial system
3) mass produced products vs. handcrafted products
4) civilian government vs. military government
5) predominantly industrialized vs. predominantly non-industrialized
6) high labor costs vs. low labor costs
7) high literacy rates vs. low literacy rates
8) free market system vs. Centrally planned system
9) existence of welfare system vs. lack of a welfare system
10) stable economic environment vs. unstable economic environment
11) exporter of agricultural products vs. importer of agricultural products
12) production of high quality products vs. production of low quality products
13) high standard of living vs. low standard of living
14) high level of technological research vs. low level of technological research

*Revised:*

Please think about recent news that you have heard, concerning <Mainland China>. How would you describe the tone of the news coverage concerning the following items?

| 7 items |
|---|
| (1= No News Heard, 2=Very unfavorable, 3= Unfavorable, 4= Slightly unfavorable; 5=Neutral, 6= Slightly favorable; 7=Very favorable ) |
| Please check the circle to the right of each of the following statements that matches your assessment of the media coverage for each item. |
| The political situation |
| Economic development |
| Level of technology |
| Business environment |
| Social issues |
| The culture |
| Other<br>Please specify:<br>___________________________ |

## Experience with People from Country "X"

*Original:*

Part 1: (Stangor et al., 1996)

P. 668: "As a secondary measure of contact with host country members, the students were asked at departure to indicate five experiences that they considered to be particularly important in shaping their attitudes toward the host country and the people from the host country. Then, on the next page of the booklet, they evaluated each of the five experiences (0 = very negative, 9 = very positive). The measure of experiences was the average rating across the generated experiences."

Part 2: (Swinyard, 1993)

P. 275: "Involvement. The effect of the involvement manipulation was checked by means of a four-item summed scale (alpha = .82) collected on a seven-point scale ("During the store exchange experience with the slacks did you feel . . . uninvolved/involved, not absorbed/ absorbed, stimulated/not stimulated, it was personally relevant/was not personally relevant)."

*Revised:*

How much do you agree or disagree that you actively participated in Experience 1 *(as opposed to simply observing)*?

1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree,

4= Neutral, 5= Slightly Agree, 5= Agree, 7=Strongly Agree

What is your *current* feeling about each of these experiences? *(Check one)*

1 = Very Negative, 2 = Negative, 3 = Moderately Negative

4 = Slightly Negative, 5 = Neutral, 6 = Slightly Positive,

7 = Moderately Positive, 8 = Positive, 9 = Very Positive

## Affinity

- One column was added to the affinity scale from (Nes et al., 2014):
  - "I don't know enough about it to form an opinion"
- The item "I cannot identify with the people from <the USA>" was reverse coded.

| |
|---|
| Original from (Nes et al., 2014) |
| 19 items |
| 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4= Neutral,<br>5=Slightly Agree, 6=Agree, 7=Strongly Agree,<br>8= I don't know enough about it to form an opinion |
| I like <the USA> |
| I feel fondness for <the USA> |
| I appreciate <the USA>'s history |
| I appreciate <the USA>'s food & cuisine |
| I like the nature and landscape in <the USA> |
| I like <the USA>'s arts |
| I like <the USA>'s architecture |
| I like <the USA>'s music |
| I like the movies and entertainment from <the USA> |
| I like the language in <the USA> |
| I feel the people in <the USA> are open and friendly to foreigners |
| I like the way of living in <the USA> |
| I trust the people in <the USA> |
| I like the mentality of the people in <the USA> |
| My experiences with people from <the USA> are positive |
| I cannot identify with the people from <the USA> |
| I like <the USA>'s government policies |
| I like <the USA>'s political system |
| The role of <the USA> in world politics is admirable |

## Cultural Intelligence

One change was made to the Short Form CQ from (Thomas et al., 2015). The final response option was changed from “Extremely well” to “A great deal”

*Original:*
Instructions: Below are 10 statements about one’s experience when interacting with people from other cultures. Please indicate to what extent each of the following statements describes you.

1,2,3,4,5 = Not at all, A little, Somewhat, A lot, Extremely well

*Revised:*
Instructions: Please indicate to what extent each of the following statements describes you.

| |
|---|
| Original measure: (Thomas et al., 2015) |
| 10 items |
| 1,2,3,4,5 = Not at all, A little, Somewhat, A lot, A great deal |
| I know the ways in which cultures around the world are different. |
| I can give examples of cultural differences from my personal experience, reading, and so on. |
| I enjoy talking with people from different cultures. |
| I have the ability to accurately understand the feelings of people from other cultures. |
| I sometimes try to understand people from another culture by imagining how something looks from their perspective. |
| I can change my behavior to suit different cultural situations and people. |
| I accept delays without becoming upset when in different cultural situations and with culturally different people. |
| I am aware of the cultural knowledge I use when interacting with someone from another culture. |
| I think a lot about the influence that culture has on my behavior and that of others who are culturally different. |
| I am aware that I need to plan my course of action when in different cultural situations and with culturally different people. |

## Psychological Contracts

(Ravlin et al., 2012)

P. 775: “Psychological contract was measured as employee perceptions of employer obligations in terms of transactional and relational elements. We first identified 20 items adapted from De Vos, Buyens, and Schalk (2003) with the highest item-to-total correlations that were thought to relate to either a transactional or a relational psychological contract. Factor analysis … An examination of the items by content experts indicated that the first two factors clearly represented relational or transactional perspectives respectively, resulting in seven transactional (a=0.82) and six relational items (a=0.78). Participants responded with the extent to which their firm was obligated to provide the attribute on a 5-point scale (1=strongly disagree and 5=strongly agree).”

T# = Transactional Contract

R# = Relational Contract

| Original measure: (Ravlin et al., 2012) | Revised |
|---|---|
| 13 items | 13 items |
| 5-point scale (1=strongly disagree and 5=strongly agree).” | 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree |
| T1. Compensate me based on what I do for *company name.* | T1. Compensate me based on what I do for the company. |
| T2. Share resources with employees who deserve them. | T2. Share resources with employees who deserve them. |
| T3. Treat me appropriately with regard to my rank in the *company name* organization. | T3. Treat me appropriately with regard to my rank in the company. |
| T4. Share *company name's* positive outcomes with employees if they have contributed to them. | T4. Share the company’s positive outcomes with employees if they have contributed to them. |
| T5. Evaluate my contribution compared to that of others, and treat me accordingly. | T5. Evaluate my contribution compared to that of others, and treat me accordingly. |
| T6. Pay as much attention to my contributions as anyone else's. | T6. Pay as much attention to my contributions as anyone else's. |
| T7. Compensate me based on what other companies do for similar employees. | T7. Compensate me based on what other companies do for similar employees. |
| R1. Create a sense of community among employees. | R1. Create a sense of community among employees. |
| R2. Protect my well-being. | R2. Protect my well-being. |
| R3. Support me in matters outside of work. | R3. Support me in matters outside of work. |
| R4. Look out for me no matter how well or poorly *company name* is doing. | R4. Look out for me no matter how well or poorly the company is doing. |
| R5. Be responsible for me. | R5. Be responsible for me. |
| R6. Employ me as long as I make a useful contribution. | R6. Employ me as long as I make a useful contribution. |

**Controls**

a) *Age.* Age was calculated based on year of birth.

b) *Level of Education.* Response options were:
   - No schooling completed
   - Less than high school
   - Some high school
   - High school graduate
   - Some college credit
   - Associate degree (e.g.: AA, AS)
   - Bachelor's degree (e.g.: BA, BS)
   - Master's degree (e.g.: MS, MBA)
   - Professional degree (e.g.: MD, DDS)
   - Doctorate degree (e.g. PhD, EdD)

c) *Household Income.* Response options were:
   - Under $10,000
   - $10,000 - $19,999
   - $20,000 - $29,999
   - $30,000 - $39,999
   - $40,000 - $49,999
   - $50,000 - $59,999
   - $60,000 - $69,999
   - $70,000 - $79,999
   - $80,000 - $89,999
   - $90,000 - $99,999
   - $100,000 - $124,999
   - $125,000 - $149,999
   - $150,000 - $199,999
   - $200,000 - $249,999
   - $250,000 and over

d) *Gender.* Response options were:
   - Male
   - Female
   - Other

e) *Employability*.

| |
|---|
| Original measure: (Berntson & Marklund, 2007) |
| Please indicate to what extent each of the following statements describes you. |
| 5 items |
| 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree |
| My competence is sought-after in the labour market. |
| I have a contact network that I can use to get a new (equivalent or better) job. |
| I know of other organizations/companies where I could get work. |
| My personal qualities make it easy for me to get a new (equivalent or better) job in a different company/ organization. |
| My experience is in demand in the labour market. |

*f) Employment status.* Response options were:

- Student
- Unemployed
- Employed part-time
- Employed full-time
- Self-employed
- Retired
- Other

g) *Tenure.* Tenure was calculated based on number of years in the workforce.

h) *Industry*. Response options were:

- Agriculture
- Arts, entertainment
- Accommodation and food service
- Administration and support
- Construction
- Education
- Finance and insurance
- Forestry, fishing, and hunting
- Health care and social assistance
- Information and cultural industries
- Manufacturing
- Management of organizations
- Mining, quarrying, oil and gas
- Professional services
- Public administration
- Real estate, rental and leasing
- Remediation services
- Recreation
- Retail trade
- Services except Public admin.
- Scientific and technical services
- Transportation and warehousing
- Utilities

- Waste management services
- Wholesale trade
- Not Applicable

i) *International Travel*. Options were ‘no’ and ‘yes’ for each of the following questions:
- Have you ever lived in <the USA> for more than 6 months at a time?
- Have you visited <the USA> for 6 months or less, per visit?

*j) Trust in primary news source.* Response options were reverse coded.

How much do you trust your primary news source to provide reliable information?

- Very much
- A considerable amount
- Some
- A small amount
- None at all
- Not Applicable

k) *Marker variable (Nutrition Information).*
- The item “I don’t spend much time in the supermarket reading nutrition information” was reverse coded.

| |
|---|
| Original Measure: (Moorman, 1998), |
| 4 items |
| 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4= Neutral, 5= Slightly Agree, 6= Agree, 7=Strongly Agree |
| I usually pay attention to nutrition information when I see it in an ad or elsewhere. |
| I use nutrition information on the label when making most of my food selections. |
| I don’t spend much time in the supermarket reading nutrition information. |
| I read about nutrition online, or in magazines and books. |

l) *Knowledge of Target Country.*

**For the USA:**

Q6.2 What is the name of the speaker for the House of Representatives in the USA (United States of America)?

- Mike Pompeo
- Nancy Pelosi
- Mike Pence
- Ruth Bader Ginsburg
- Don't know

Q6.3 Which country shares a border with the USA?

- Panama
- Guatemala
- Haiti
- Mexico
- Don’t know

Q6.4 What was the approximate population of the USA in 2018?

- 52 million
- 121 million
- 327 million
- 694 million
- Don’t know

Q6.5 What major holiday is celebrated in the USA, in the middle of each year?

- Independence Day
- Labour Day
- President’s Day
- Festival of Lights
- Don’t know

**For China:**

Q11.2 What is the name of Mainland China's current political leader?

- Zhu Rongji
- Xi Jinping
- Mao Zedong
- Deng Li
- Don't know

Q11.3 Which country shares a border with Mainland China?

- Turkey
- Iran
- Cambodia
- North Korea
- Don't know

Q11.4 What was the approximate population of Mainland China in 2018?

- 501 million
- .88 billion
- 1.4 billion
- 2.4 billion
- Don't know

Q11.5 What major festival is celebrated in Mainland China, in May or June?

- Dragon Boat Festival
- Carnival
- Diwali
- Spring Festival
- Don't know

**For India:**

Q16.2 What is the name of India's current political leader?

- Jawaharlal Nehru
- Narendra Modi
- Devadasi Chakras
- Mahatma Gandhi
- Don't know

Q16.3 Which country shares a border with India?

- Iran
- Afghanistan
- Laos
- Bangladesh
- Don't know

Q16.4 What was the approximate population of India in 2018?

- 501 million
- .88 billion
- 1.4 billion
- 2.4 billion
- Don't know

Q16.5 What major festival is celebrated in India, in late October or early November?

- Diwali
- Double Seventh Festival
- Carnival
- Animal & Heart Light Festival
- Don't know

# Appendix D. Interview Protocol

## Abbreviated Interview Protocol

1. Your job:
   - Title
   - The nature of your job
   - Clients: Domestic or Foreign

2. P-O Fit
   - Do you look at fit?
   - Describe a good fit?
   - How do you assess ‘fit’?
   - How does the firm COO affect ‘fit’?

3. Downplay or up-sell the firm’s COO?
   - Persuade candidates that they would fit with a client firm?

4. Ever adjust the type of information that you give to candidates?

5. Relevance of firm’s COO?

### Supplementary

*6.* Relevance of cultural background of candidates?

7. How do you find your candidates?

8. Do you ever adapt your behaviour with candidates?

9. Using humour with candidates?

10. Your success rates

### Closing

11. Examples of situations?

12. So, tell me if I have this right …. *(summarize my interpretation of their experience)*

13. Anything else?

14. If I have further questions?

15. Participate in review of results?

16. Executive summary of final report?

17. Forward invitation to other headhunters?

## Detailed Interview Questions

*Following is a list of questions to be used as a basis for the interviews with participants. Questions may vary, based on the responses from the participants.*

1. I'd like to know a little about you and your job.
    a) I have your job title listed as 'x'. Is that correct? *Or: Could you please tell me your job title?*
    b) Briefly, how would you describe the nature of your job?
    c) Do you place candidates in permanent or contract positions?
    d) Could you give me an idea as to the proportion of your client organizations that are:
        a. Large, Medium or Small
        b. Domestic or Foreign
            i. *If any are foreign, then:* Where are the foreign companies from?
                - *If none mentioned are EMNE, then:* Are any of your client firms from emerging markets like China, India or Russia?
            ii. *If none are foreign, then skip to Question #23.*
    e) How much knowledge do you typically have, of the client firm and where it is from?
    f) Do you have any preferences for what type of firm you work with?
        a. Any preferences regarding where it is from?

Thank you. Next, I'd like to talk about your process for recruiting candidates for foreign firms.

2. Finding the candidates *(Stage 1: Generate a pool)*
    a) Do you ever assist in designing the job posting or email to be sent to prospective candidates?
        - o If you were designing a posting, then*:*
            - What characteristics of the firm would you mention?
                - o Would you mention where the firm is from?

- Could you tell me more about your approach to designing a posting?

3. Criteria for assessing the candidates *(Stage 2: Create a shortlist; though possibly Stage 1, as well)*
   a) My understanding of the work in assessing candidates is that you need to look at how they would fit with the organization. Has this been your experience, as well?
   b) How would you define ‘fit’ regarding the ‘fit’ of a candidate with an organization?
      - o How would you describe a good fit?
      - o How much importance would you place on how well a candidate fits with an organization?
        - — What led you to that assessment?
   c) How do you assess ‘fit’ between a candidate and the client firm? *(Coverdill & Finlay, 1998)*
      - o How would you determine your criteria for who ‘fits’ with a client firm?
        - ▪ Would your criteria for ‘fit,’ change for firms from different countries?
        - ▪ Would your method of assessing fit, change for firms from different countries?
        - ▪ Could you please elaborate on how you assess ‘fit’?
   d) Do you look for candidates with experience in an organization similar to your client’s?
      - o What types of similarities would you look for?
      - o Does ‘*similar’* ever refer to the client organization’s country of origin?
   e) Would the country of origin of a client organization ever affect your criteria for the candidates who would fit there?
      - o *If ‘yes,’ then:* In what way?
      - o *If ‘no,’ then:* Could you tell me more about your thoughts on that?
      - o *(Looking for answers to “why” and “how” the COO would affect their criteria)*
      - o What if the firm was from an emerging market, like India or China?
   f) Do you think that the country of origin of a client organization affects the client’s criteria for the candidates who would fit there?

    - *If 'yes,' then:* In what way?
    - *If 'no,' then:* Could you tell me more about your thoughts on that?
    - What if the firm was from an emerging market, like India or China?

4. Interviewing the candidates *(Stage 2: Create a shortlist)*
    a) Would the client firm's country of origin ever come up as a topic of discussion with a candidate?
        - *If 'yes,' then:* Who brings it up?
            — What would a typical conversation consist of?
        - *If 'no,' then:* What is your thinking about the relevance of the firm's country of origin to your work?

    b) Would you ever need to downplay or up-sell the firm's country of origin?
        - *If 'yes', then:* In what type of situation would you do that?
            — How would the candidates react?
        - What types of reactions have you seen from candidates regarding the firm's country of origin?

    c) Do you ever help candidates assess how well they might fit in with an organization?
        - Could you please elaborate?

5. Do you ever adjust the type of information that you give to candidates? (*Stages 1, 2, or 3)*
    - *If 'yes,' then:* What type of adjustments would you make?
    - Could you explain your thinking about that?
    - What would affect your choices when you make those adjustments?
    - Would this affect how candidates feel about fitting in with the client firm?

6. Is the client firm's country of origin a consideration in any other way when you:
    - Look for potential candidates? *(Stage 1: Generate a pool)*
    - Or when you assess them? *(Stage 2: Create a shortlist)*
    - Or convince them to accept an offer? *(Stage 3: Managing negotiations)*

7. Does the cultural background of your candidates affect your style of working with them? *(All Stages)*
    - *If 'yes,' then:* How?
        i. What would you attribute that to?
    - *If 'no,' then:* Does the cultural background of your candidates affect your work in any way?

i. *If 'yes,' then:* How?
ii. *If 'no,' then:* Could you tell me more about your views on that?

## Supplementary questions regarding clients and candidates

*(Do a time check with the participant. If they only have 10 minutes or less left, then skip Q8-15)*

8. Does the cultural background of your contacts at the client organization affect your style of working with them? *(All Stages)*
   - o Could you explain your reasoning about that?
9. Getting the client opportunity *(Beginning of Stage 1)*
   a) How do you solicit or choose your clients?
10. Finding the candidates *(Stage 1: Generate a pool)*
    a) How do you find your candidates? E.g.
       - o Search their database of candidates
       - o Post the job on websites
       - o Call/ email prior candidates for referrals
       - o Scan social media for potential candidates

    b) Does this process change for different assignments?
       - o What would determine the choice for a specific assignment?
       - o Is the firm's nationality, or country of origin, relevant?
       - o What indications have you seen from your clients regarding their preferences for how you find candidates?
11. Criteria for assessing the candidates *(Stage 2: Create a shortlist; though possibly Stage 1, as well)*
    a) When you develop a shortlist of candidates for a firm, does it ever matter to you how the candidate was found (I.e. if they submitted their resume to you, or you found them)?
       - o Could you tell me more about your thoughts on that?
       - o Does it ever matter to your client?
         - *If 'yes,'* then*:* Would you say that firms from different countries have different preferences?
         - What led you to that conclusion?

    b) How do you assess 'fit' between the candidates and:

   - The person at the firm who will do the interview (Coverdill & Finlay, 1998)
   - The person/people at the firm with whom the candidate will work

12. Are you usually aware of the type of organizational culture in your client firms? *(Stages 2 & 3: Managing negotiations)*
    - Do you ever discuss the organizational culture of your client firm with your candidates?
        i. *If 'yes,' then:*
            1. What would a typical conversation be like?
            2. What type of information would you share?
            3. Does the firm's country of origin play a part here?
        ii. *If 'no', then:* Do the candidates ever ask about it?
    - How would the firms' organizational culture affect your evaluation of which candidates would fit there?
13. Do you ever adapt your behaviour with candidates?
    - Could you tell me more about that?
        — How do the candidates react?

    *(Does it affect how they feel about fitting in with the client firm?)*
14. What are your thoughts about using humour when you speak with candidates?
    - Is there anything about the client organization that would affect your use of humour with candidates?
    - Can you expand on that?
15. Presenting the candidates (*Stage 2: Communicating the shortlist to the client)*
    a) How do you present the candidates to the client?
    b) Does this ever change?
       - Could you tell me more about that?

    c) What factors affect your choice of strategies in presenting candidates?

## More Supplementary Questions (i.e. if there is time)

- Does the client's industry affect whether the firm's country of origin is relevant? *(General)*
- Who would you consider to be your client:  the firm or the hiring manager? *(General)*
- Do you see yourself as an agent of the firm? *(General)*
- How do you prepare for the interview with a candidate? *(Stage 2)*
- Do you ever have another recruiter interview candidates for you? *(Stage 2)*

- o *If 'yes,' then:* Why? (*e.g. Chinese recruiters talking to Chinese candidates about Chinese firms?)*

- In a few sentences, could you please describe a normal working day for you? *(General)*
- What led you to this job? *(General)*
- What is your favorite part of this job? *(General)*
- What is your least favorite part of this job? *(General)*

## Closing – final 10 minutes

16. Can you offer any examples of situations we've discussed either worked well, or didn't work? *(All Stages?)*
17. Could you give me a general indication of your success rates in placing candidates? *(General)*
18. Is there anything else that you would like to tell me about recruiting candidates for foreign firms? *(General)*
    - o Anything else regarding firms from emerging markets?
19. So, tell me if I have this right. You …. *(summarize my interpretation of their experience)*
20. If I have any further questions, would it be alright for me to contact you again? *If 'yes,' then ask for, or confirm, their contact information.*
21. During my data analysis, I may ask a few of my study participants to review and verify my results. Would you be interested in participating in that review? *If 'yes,' then ask for, or confirm, their contact information.*
22. Would you be interested in receiving a copy of the executive summary of my final report?
23. Would you be willing to forward my name to any other headhunters working with foreign firms, that you think would agree to an interview?