Two models or frameworks for discussing intercultural interaction are presented. These models suggest the types of variables that must be accounted for in such interactions.
IDENTIFYING KEY VARIABLES IN INTERCULTURAL INTERACTION

Neal R. Goodman
St. Peter's College
and
East-West Center

Report 83-5
Center for Applied Research and Evaluation
Department of Psychology
Purdue University School of Science
1201 East 38th Street
Indianapolis, Indiana 46223

Preparation of this report was sponsored by Contract N00014-83-0021 NR 170-951 (Dan Landis, Principal Investigator) from the Office of Naval Research. The opinions here are those of the author. Appreciation is expressed to Richard Brislin, Wilbur Schramm and Dan Landis for their comments. Reproduction in whole or in part is permitted for any purpose of the United States Government.

Approved for Public Release
Distribution Unlimited

Accession For
NTIS GRAAL
DTIC TAB
Unannounced
Justification

By
Distribution/
Availability Codes

Dist
Special
During the past two decades, there has been a phenomenal increase in the number of people and ideas which find themselves outside the boarders of their culture of origin. As the number of sojourn experiences has increased so has the amount of research aimed at understanding the consequences of a sojourn. This has resulted in a body of empirical research which offers many insights into the nature and consequences of a sojourn.

What does this body of research tell us? Unfortunately, the results of the research are not usually comparable because most researchers ask a wide spectrum of questions unguided by a theoretical framework of intercultural relations (Breitenbach, 1980).

At present, it is not possible to develop a fully integrated theory of intercultural relations. However, we are at the stage in the development of the field where we must set up a framework which defines the major variables which we study. This should at least make it possible for us to know whether we are talking about the same phenomena.

There will be two frameworks posited below. The purpose of these frameworks is to set a course for defining the field. They are models or maps of what is, and they should not be thought of as theories. Rather, the models are meant to describe the field in order to facilitate the development of hypotheses and theories.

The first model will address the full spectrum of the field of intercultural relations and will be presented without much elaboration. The second model will focus on sojourns and will be examined in more detail. ¹

¹Both models owe a degree of gratitude to the field of mass communications research. The first model is an expanded variation of one presented by Wright (1975) while the second model was inspired by the works of Lasswell (1960) and Berelson (1948).
Models A - Intercultural Relations

What are the:  a. manifest  c. function  e. intercultural for
  b. latent       d. dysfunction       relationships

f. individuals   in terms of    m. cognitive
  g. groups          n. affective  p. consequences
  h. institutions     o. behavioral
  i. the society
  j. the culture
  k. the region
  l. the world system

Time and space limitations prevent a fuller elaboration of this model in
this paper, however, there are some attributes of this model which can be
briefly noted.

The use of this framework readily call into question the intended
(manifest) and the unintended (latent) and the positive (functions) and
negative (dysfunctions) consequences of any intercultural relationship. The
general lack of concern for the unintended and negative consequences of
intercultural relations, other than adjustment difficulties, found in the
reports and research in the field betrays a narrowness of scope when it comes
to understanding the full range of consequences of intercultural relationships.

Additionally, this model enables us to readily see that the consequences of
intercultural relationships may be positive for some individuals or segments of
society, or societies while being negative for others.

A dimension of intercultural relationships which the model may appear to
neglect is the importance of antecedent factors which play a role in the very
likelihood of an intercultural relationship. However, if within the model we
recognize that there are important factors such as: amount of family income
available to the individual; degree of heterogeneity within a group; type of
reward structure within an institution and degree of modernization of the
society, and that these factors do account for different outcomes, then the model remains self-contained.

The second framework should find many applications in the study of sojourns. Stated simply as a question, the models asks:

**Model B - Sojourns**

a. What types of sojourns
b. experienced by what kind of people
c. in which situations (under what conditions)
d. have what kinds of consequences?

This formulation identifies four factors which must be addressed if there is ever to be a general theory of sojourns. Hypotheses and theories of sojourns can be developed only after each of these factors has been operationalized. Having done that, testable hypothesis and predictions can be made by examining the interrelationships of these factors.

An analysis of each of the factors should shed some light on the types of questions which can be, and in some cases have been, examined.

**Types of Sojourns**

It will come as no surprise that the characteristics of a sojourn can have a profound influence on the consequences of a sojourn. Then why it is, that with few exceptions (Brislin, 1981) there are no attempts to describe the various types and attributes of sojourns? Another gap appears in the research on sojourns, where there are few, if any, studies which carefully control for type of sojourn as an independent variable.
There are numerous types and attributes of sojourns which can be studied, these include: length of sojourn (Cussler, 1962); homestay vs. living with co-nationals; and the relative focus of the sojourn; educational, business, military, religious, technical assistance, diplomatic, immigration, tourism.

The list above is certainly not comprehensive. It is meant to point to the need to include the nature and attributes of a sojourn in determining possible outcomes. In the same manner that McLuhan saw the medium as the message, we must not lose sight of the impact of the nature of the sojourn on its consequences.

**Types of Individuals**

Types of individuals is the primary explanatory factor in much of the research on sojourns. This may, in part, be due to the relative ease of operationalizing and measuring this factor relative to the other three factors in the framework.

Research on the attributes of individuals tends to focus on either psychological or sociological variables.

The psychological attributes of individuals illustrate how different kinds of individuals perceive, structure and are affected by sojourns in different ways. The focus here is on how the individual's attributes help to predict outcomes. Factors which could be included are: personality type (Hopkins, 1982; Ruben and Kealey, 1979); size of categories (Detweiler, 1970); persuasibility; strength, durability and centrality of attitudes; weltanschauung; lability of personality (Brislin, Landis and Brandt, 1983); degree of self esteem (Brislin, 1981) and tolerances of others.

The sociological attributes which rest on the premise that people from similar situations respond in a similar manner to a sojourn would include:
age, sex, race and ethnicity, type of neighborhood, amount of education, social class and mobility potential (Goodman and Barenblatt, 1983), the status of the individual in his home country (Rodriguez, 1974; Spaulding and Flack, 1976; Useem and Useem, 1980), type of degree being sought, field of study, type of sponsorship, and prior intercultural experiences (Hull, 1978).

There are many other attributes worth considering such as interpersonal skills, language competence, and degree of cross-cultural training (Grove, 1982).

**Types of Condition/Situations**

The situational factors of a sojourn are amongst the most important factors in determining the outcomes of sojourns. Yet situational variables are amongst the most difficult to study because they are numerous, have an ephemeral nature and defy operationalization and standardization.

The following situational factors are representative of those which are important to the study of sojourns:

- Degree and nature of similarity/dissimilarity between home and host culture.
- Relative status of home country to host country (Mischler, 1965)
- Relative status of sojourner to that of hosts
- Degree of perceived harmony between valued groups at home and abroad
- Recency and nature of prior exposure to "others."
- Degree of sensitivity of hosts' (Klineberg & Hull, 1979)
- Percent of foreigners on campus or at sight of sojourn
- Size of college (Selltiz, 1956)
- Presence of superordinate goals (Brislin, 1981)
- Appropriateness of work in host country to work in home country
- Prognosis of a career position upon return to home country (Chu, 1968)
Degree of stress (Brislin)

Historical events, especially between home and host countries (Cormack, 1968)

Personal or social crisis in home or host culture

Presence or absence of orientation or re-entry program (Taft, 1977; Cussler, 1962)

Number of fellow sojourners in the same occupational sight at home (Flack, 1980)

Degree of institutional support

Reward systems and structures

This list is not meant to be a comprehensive list of all situational factors, rather it does illustrate some of the situational factors which are critical for understanding sojourns.

Types of Consequences

Since most of us are interested in outcomes, it is the one factor in the framework which is ubiquitous in research on sojourns.

Research on sojourns has almost universally focused on individual attitudinal and behavioral (adjustment) outcomes rather than on group, institutional, societal or world system outcomes.

This is understandable given the difficulty of managing a study which goes beyond examining the participants of a sojourn. However if we are ever to get a complete picture of the consequences of a sojourn we must go beyond the immediate actors. This is not meant to say that research on the attitudes and behaviors of participants are are unimportant, they certainly are, and for sound scientific reasons.

Social science research on attitudes has generally found that individuals are resistant to attitudinal change. Support for this premise comes from
research which demonstrates that individuals select, perceive, and retain information which is consistent with their prevailing attitudes and values (Klapper, 1960). People's preference to interact with those who share their attitudes further insulates one's view of the world.

It is for these reasons that the study of attitudinal change during sojourns is so appealing. For it is during a sojourn that the individual is faced with a situation where customary channels of communication, interaction, and peer support are interrupted. Under such circumstances, and faced with information and experiences which are unfamiliar, the individual is far more susceptible to developing new attitudes and reformulating old ones. What is unclear, as of yet, is just which attitudes are changed and for how long.

Studies of attitude change have documented the following: The effect of the sojourn on attitudes varies over time (Gandhi, 1972); sojourns result in attitudinal changes in the following directions—worldmindedness (Kagitcibasi, 1978), third culture identity (Useem & Useem, 1967), multiculturality (Cormack, 1968), transnational accommodation (Angell, 1969), conservatism (Pool, 1965), dependency theory of national development (Young, 1980) and the desire to become an expatriot (Chu, 1968).

Research on behavioral outcomes tend to look at the adjustment of the individual, either during or after a sojourn (Klineberg & Hull, 1979; Benson, 1978). Additional behavioral outcomes have included changes in careers (Young, 1980) and language acquisition.

Few researchers have seriously examined how different cultures define the success of a sojourn (Gutherie and Zektic, 1967; Barber, 1983) or how a successful sojourn can have negative consequences at some later time.

One of the most omnipresent biases of research on sojourns has been its focus on short-term effects on individuals. We will not be able to see the
full spectrum of outcomes until we address ourselves to the short and long term consequences of sojourns for individuals, groups, institutions and societies.

Conclusion

The frameworks presented in this paper identify central factors which should be addressed when studying intercultural relationships and sojourns. It is the interrelationships of these variables which represent the subject matter of theory in this field. While a general theory is not yet possible, descriptions of some of the ways in which these factors operate will be a step in the right direction.
References


<table>
<thead>
<tr>
<th>LIST 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MANDATORY</strong></td>
</tr>
<tr>
<td>Defense Technical Information Center</td>
</tr>
<tr>
<td>ATTN: DTIC DDA-2</td>
</tr>
<tr>
<td>Selection and Preliminary Cataloging Section</td>
</tr>
<tr>
<td>Cameron Station</td>
</tr>
<tr>
<td>Alexandria, VA 22314</td>
</tr>
<tr>
<td>Library of Congress</td>
</tr>
<tr>
<td>Science and Technology Division</td>
</tr>
<tr>
<td>Washington, D.C. 20540</td>
</tr>
<tr>
<td>Office of Naval Research</td>
</tr>
<tr>
<td>Code 4420E</td>
</tr>
<tr>
<td>800 N. Quincy Street</td>
</tr>
<tr>
<td>Arlington, VA 22217</td>
</tr>
<tr>
<td>Office of Naval Research</td>
</tr>
<tr>
<td>Code 2627</td>
</tr>
<tr>
<td>Washington, D.C. 20375</td>
</tr>
<tr>
<td>Office of Naval Research</td>
</tr>
<tr>
<td>Director, Technology Programs</td>
</tr>
<tr>
<td>Code 200</td>
</tr>
<tr>
<td>800 N. Quincy Street</td>
</tr>
<tr>
<td>Arlington, VA 22217</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIST 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ONR Field</strong></td>
</tr>
<tr>
<td>Psychologist</td>
</tr>
<tr>
<td>Office of Naval Research</td>
</tr>
<tr>
<td>Detachment, Pasadena</td>
</tr>
<tr>
<td>1030 East Green Street</td>
</tr>
<tr>
<td>Pasadena, CA 91106</td>
</tr>
<tr>
<td>Dr. James Lester</td>
</tr>
<tr>
<td>Office of Naval Research</td>
</tr>
<tr>
<td>Detachment, Boston</td>
</tr>
<tr>
<td>495 Summer Street</td>
</tr>
<tr>
<td>Boston, MA 02219</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIST 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPNAV</strong></td>
</tr>
<tr>
<td>Deputy Chief of Naval Operations</td>
</tr>
<tr>
<td>(Manpower, Personnel, and Training)</td>
</tr>
<tr>
<td>Head, Research, Development, and Studies Branch (Op-115)</td>
</tr>
<tr>
<td>1812 Arlington Annex</td>
</tr>
<tr>
<td>Washington, D.C. 20350</td>
</tr>
<tr>
<td>Chief of Naval Operations</td>
</tr>
<tr>
<td>Head, Manpower, Personnel, Training and Reserves Team (Op-964D)</td>
</tr>
<tr>
<td>The Pentagon, 4A478</td>
</tr>
<tr>
<td>Washington, D.C. 20350</td>
</tr>
<tr>
<td>Director</td>
</tr>
<tr>
<td>Civilian Personnel Division (OP-14)</td>
</tr>
<tr>
<td>Department of the Navy</td>
</tr>
<tr>
<td>1803 Arlington Annex</td>
</tr>
<tr>
<td>Washington, D.C. 20350</td>
</tr>
<tr>
<td>Chief of Naval Operations</td>
</tr>
<tr>
<td>Assistant, Personnel Logistics Planning (Op-987H)</td>
</tr>
<tr>
<td>The Pentagon, 5D772</td>
</tr>
<tr>
<td>Washington, D.C. 20350</td>
</tr>
<tr>
<td>Deputy Chief of Naval Operations</td>
</tr>
<tr>
<td>(Manpower, Personnel, and Training)</td>
</tr>
<tr>
<td>Director, Human Resource Management Plans and Policy Branch (Op-150)</td>
</tr>
<tr>
<td>Department of the Navy</td>
</tr>
<tr>
<td>Washington, D.C. 20350</td>
</tr>
</tbody>
</table>
LIST 4
NAVMAT & NPRDC

NAVMAT

Program Administrator for Manpower, Personnel, and Training
MAT-0722
800 N. Quincy Street
Arlington, VA 22217

Naval Material Command
Management Training Center
NAVMAT 09M32
Jefferson Plaza, Bldg #2, Rm 150
1421 Jefferson Davis Highway
Arlington, VA 20360

Naval Material Command
MAT-00K & MAT-O0KB
OASN(SNL)
Crystal Plaza #5
Room 236
Washington, D.C. 20360

Naval Material Command
MAT-03
(J. E. Colvard)
Crystal Plaza #5
Room 236
Washington, D.C. 20360

NPRDC

Commanding Officer
Naval Personnel R&D Center
San Diego, CA 92152

Naval Personnel R&D Center
Dr. Robert Penn
San Diego, CA 92152

Naval Personnel R&D Center
Dr. Ed Aiken
San Diego, CA 92152

Navy Personnel R&D Center
Washington Liaison Office
Building 200, 2N
Washington Navy Yard
Washington, D.C. 20374

LIST 6
NAVAL ACADEMY AND NAVAL POSTGRADUATE SCHOOL

Naval Postgraduate School
ATTN: Dr. Richard S. Elster (Code 012)
Department of Administrative Sciences
Monterey, CA 93940

Naval Postgraduate School
ATTN: Professor John Senger
Operations Research and Administrative Science
Superintendent
Naval Postgraduate School
Code 1424
Monterey, CA 93940

Naval Postgraduate School
Code 54-Aa
Monterey, CA 93940

Naval Postgraduate School
ATTN: Dr. Richard A. McConigal
Code 54
Monterey, CA 93940

Naval Postgraduate School
ATTN: CDR J. M. McGrath
Department of Leadership and Law
Annapolis, MD 21402

Professor Carson K. Eoyang
Naval Postgraduate School, Code 54EG
Department of Administrative Sciences
Monterey, CA 93940

Superintendent
ATTN: Director of Research
Naval Academy, U.S.
Annapolis, MD 21402
LIST 7
HRM

Officer in Charge
Human Resource Management Detachment
Naval Air Station
Alameda, CA 94591

Officer in Charge
Human Resource Management Detachment
Naval Submarine Base New London
P. O. Box 81
Groton, CT 06340

Officer in Charge
Human Resource Management Division
Naval Air Station
Mayport, FL 32228

Commanding Officer
Human Resource Management Center
Pearl Harbor, HI 96860

Commander in Chief
Human Resource Management Division
U.S. Atlantic Fleet
Pearl Harbor, HI 96860

Officer in Charge
Human Resource Management Detachment
Naval Base
Charleston, SC 29408

Commanding Officer
Human Resource Management School
Naval Air Station Memphis
Millington, TN 38054

Human Resource Management School
Naval Air Station Memphis (96)
Millington, TN 38054

Officer in Charge
Human Resource Management Center
1300 Wilson Boulevard
Arlington, VA 22209

Commanding Officer
Human Resource Management Center
5621-23 Tidewater Drive
Norfolk, VA 23511

Commander in Chief
Human Resource Management Division
U.S. Atlantic Fleet
Norfolk, VA 23511

Commanding Officer
Human Resource Management Detachment
Naval Air Station Whidbey Island
Oak Harbor, WA 98278

Commanding Officer
Human Resource Management Center
Box 23
FPO New York 09510

Commander in Chief
Human Resource Management Division
U.S. Naval Force Europe
FPO New York 09510

Officer in Charge
Human Resource Management Detachment
Box 60
FPO San Francisco 96651

Officer in Charge
Human Resource Management Detachment
COMNAVFORJAPAN
FPO Seattle 98762

LIST 8
NAVY MISCELLANEOUS

Naval Military Personnel Command,
HRM Department (NMPC-6)
Washington, D.C. 20350
LIST 15
CURRENT CONTRACTORS

Dr. Clayton P. Alderfer
Yale University
School of Organization and Management
New Haven, Connecticut 06520

Dr. Richard D. Arvey
University of Houston
Department of Psychology
Houston, TX 77004

Dr. Stuart W. Cook
Institute of Behavioral Science #6
University of Colorado
Box 482
Boulder, CO 80309

Dr. L. L. Cummings
Kellogg Graduate School of Management
Northwestern University
Nathaniel Leverone Hall
Evanston, IL 60201

Dr. Richard Daft
Texas A&M University
Department of Management
College Station, TX 77843

Bruce J. Bueno De Mesquita
University of Rochester
Department of Political Science
Rochester, NY 14627

Dr. Henry Emurian
The Johns Hopkins University
School of Medicine
Department of Psychiatry and Behavioral Science
Baltimore, MD 21205

Dr. Arthur Gerstenfeld
University Faculty Associates
710 Commonwealth Avenue
Newton, MA 02159

Dr. Paul S. Goodman
Graduate School of Industrial Administration
Carnegie-Mellon University
Pittsburgh, PA 15213

Dr. J. Richard Hackman
School of Organization and Management
Box 1A, Yale University
New Haven, CT 06520

Dr. Henry Hunt
College of Business Administration
Texas Tech. University (Box 4320)
Lubbock, TX 79409

Dr. Lawrence R. James
School of Psychology
Georgia Institute of Technology
Atlanta, GA 30332

Dr. F. Craig Johnson
Department of Educational Research
Florida State University
Tallahassee, FL 32306

Dr. Allan P. Jones
University of Houston
4800 Calhoun
Houston, TX 77004

Dr. Dan Landis
Department of Psychology
Purdue University
Indianapolis, IN 46205

Dr. Frank J. Landy
The Pennsylvania State University
Department of Psychology
417 Bruce V. Moore Building
University Park, PA 16802

Dr. Bibb Latane
The University of North Carolina
at Chapel Hill
Manning Hall 026A
Chapel Hill, NC 27514

Dr. Edward E. Lawler
University of Southern California
Graduate School of Business Administration
Los Angeles, CA 90007

Dr. Edwin A. Locke
College of Business and Management
University of Maryland
College Park, MD 20742

Dr. Fred Luthans
Regents Professor of Management
University of Nebraska-Lincoln
Lincoln, NE 68588
LIST 15 (CONTINUED)

Dr. R. R. Mackie
Human Factors Groups
5775 Dawson Street
Goleta, CA 93117

Dr. William H. Mobley
College of Business Administration
Texas A&M University
College Station, TX 77843

Dr. Lynn Oppenheimer
Wharton Applied Research Center
University of Pennsylvania
Philadelphia, PA 19104

Dr. Thomas M. Ostrom
The Ohio State University
Department of Psychology
116E Stadium
404C West 17th Avenue
Columbus, OH 43210

Dr. William G. Ouchi
University of California, Los Angeles
Graduate School of Management
Los Angeles, CA 90024

Dr. Charles Perrow
Yale University
I. S. P. S.
111 Prospect Avenue
New Haven, Connecticut 06520

Dr. Irvin G. Sarason
University of Washington
Department of Psychology, N-25
Seattle, WA 98195

Dr. Benjamin Schneider
Department of Psychology
University of Maryland
College Park, MD 20742

Dr. Edgar H. Schein
Massachusetts Institute of Technology
Sloan School of Management
Cambridge, MA 02139

H. Ned Seelye
International Resource Development, Inc.
P. O. Box 721
La Grange, IL 60525

Dr. H. Wallace Sinaiko
Program Director, Manpower Research and Advisory Services
Smithsonian Institution
801 N. Pitt Street, Suite 120
Alexandria, VA 22314

Dr. Richard M. Steers
Graduate School of Management
University of Oregon
Eugene, OR 97403

Dr. Siegfried Streufert
The Pennsylvania State University
Department of Behavioral Science
Milton S. Hershey Medical Center
Hershey, PA 17033

Dr. James R. Terborg
University of Oregon West Campus
Department of Management
Eugene, OR 97403

Dr. Harry C. Triandis
Department of Psychology
University of Illinois
Champaign, IL 61820

Dr. Howard M. Weiss
Purdue University
Department of Psychological Sciences
West Lafayette, IN 47907

Dr. Philip G. Zimbardo
Stanford University
Department of Psychology
Stanford, CA 94305

Dr. Philip Wexler
University of Rochester
Graduate School of Education and Human Development
Rochester, NY 14627