

Attitudes of Home Country Recruiters towards Second-Generation Immigrant Job  
Applicants

by

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**STATEMENT OF AUTHORSHIP**

This thesis contains no material which has been accepted for any award or any other degree or diploma in any university or other institution. It is affirmed by the candidate that, to the best of her knowledge, the thesis contains no material previously published or written by another person, except where due reference is made in the text of the thesis.

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### Abstract

This study examined the effects of home country recruiters' conservatism levels and acculturation profiles of second generation immigrant (SGI) job applicants on home country recruiters' favorable hiring decisions. It focused on three different acculturation profiles: Assimilated, Separated and Cosmopolite. Data was collected from 258 full-time employees. Results showed that for home country recruiters with high levels of conservatism, separated SGIs' perceived level of similarity was higher and they were relatively more preferred to be hired than their assimilated counterparts. No difference was observed between separated and cosmopolite SGIs. For home country recruiters with low levels of conservatism, cosmopolite SGIs' perceived level of similarity was higher and they were relatively more preferred to be hired than their separated counterparts. No difference was observed between cosmopolite and assimilated SGIs. Additionally, we found that the positive relationship between recruiters' favorable hiring decisions and perceived similarity of SGIs was mediated by perceived trustworthiness of SGIs.

**Keywords:** Second-generation immigrants, acculturation profiles, hiring, perceived trustworthiness, perceived similarity, conservatism.

### Özet

Bu çalışma, ikinci nesil göçmen iş adaylarının kültürel uyum profilleri ile anavatan işe alım uzmanlarının muhafazakârlık düzeylerinin, ikinci nesil göçmen iş adaylarının işe alınma kararları üzerindeki etkilerini araştırmaktadır. Bu çalışmada, üç farklı kültürel uyum profili araştırılmıştır: Asimilatist, Separatist ve Kozmopolit. Veri tam zamanlı çalışmakta olan 258 kişiden toplanmıştır. Sonuçlara göre, muhafazakârlığı yüksek anavatan işe alım uzmanları separatist adayları asimilatist adaylardan kendilerine daha yakın görmüş ve onları daha çok işe alma yatkınlığında bulunmuşlardır. Separatist ve kozmopolit adaylar arasında ise bir farklılık gözlenmemiştir. Muhafazakârlığı düşük anavatan işe alım uzmanları ise kozmopolit adayları separatist adaylardan kendilerine daha yakın görmüş ve onları daha çok işe alma yatkınlığında bulunmuşlardır. Kozmopolit ve asimilatist adaylar arasında ise bir farklılık gözlenmemiştir. Ek olarak, ikinci nesil iş adaylarına duyulan güven, anavatan işe alım uzmanlarının olumlu işe alım kararlarıyla ikinci nesil göçmen iş adaylarının yakınlık derecesi arasındaki pozitif ilişkinin aracı değişkeni olarak bulunmuştur.

**Anahtar sözcükler:** İkinci nesil göçmenler, kültürel uyum profilleri, işe alım kararları, yakınlık derecesi, güven derecesi, muhafazakârlık.

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## Attitudes of Home Country Recruiters towards Second-generation Immigrant (SGI)

## Job Applicants

“A 26 year old educated man has been worried about how he would find a job in his home country. Erin, born to a Turkish family, have spent all his life in a host country- *Germany*, and now, has decided to return to his country of origin- *Turkey*. Unlike his parents, he knows German, Turkish and English and he is well-educated. However, when it comes to finding a job in Turkey, he does not know how recruiters in his country of origin would see him: someone like them or someone foreign?”

In today’s work environment, many people are multicultural rather than monocultural (Benet-Martinez, Leu, Lee & Morris, 2002). As a result of a mass migration (Brannen & Thomas, 2010) there is an increased number of individuals, who have multiple cultural backgrounds, who were born overseas, who have lived in more than one country, or whose parents were born to a different country (Benet-Martinez, Leu, Lee & Morris, 2002). Children of immigrants, called second-generation immigrants (SGIs), were born away from their country of origin and grew up in a host country where their parents have immigrated (Nekby & Rödén, 2010). The number of SGIs entering the workforce in different countries has started to increase rapidly (see, Algan, Dustmann, Glitz, & Manning, 2010). There is evidence about disadvantages they could experience in job applications from recruiters in the host country (Coates & Carr, 2005; see also, Horverak et al., 2013). However, up to date there is no research known exploring the process of job applications and the selection biases of SGIs upon their return to country of origin. The aim of the present study is to explore attitudes of home country recruiters towards SGI job applicants upon their return to culture of origin. We examined the process explaining home country recruiters’ willingness to hire SGIs as their employees. We suggest that home country

recruiters give favorable hiring decisions for SGIs to the extent that they perceive them as trustworthy, which develops when recruiters perceive SGIs' acculturation profiles similar to their own value orientations. In this study, we focused on three different acculturation profiles: Separated, Assimilated and Cosmopolite.

Understanding the attitudes of recruiters towards SGI job applicants is important. The percentage of SGIs is increasing rapidly in the global economy (Brannen & Thomas, 2010). Those among them who return to their country of origin will start looking for a job, yet they do not know what kind of process they will encounter in job applications. They know that they can experience unfavorable employment decisions due to subtle discriminations (Regmi, Naidoo, & Regmi, 2009) and negative stereotypes in their host country (Agerström & Rooth, 2008), however they are not sure what to expect from recruiters in the *home* country. Understanding "their places" in the country of origin will shed light to the process of how SGIs may successfully penetrate the job market and actualize their potential. Moreover, if there will be selection biases present towards SGIs in their country of origin, revealing the underlying mechanisms behind this process will help organizations to develop management practices to deal with this new form of cultural diversity (Brannen & Thomas, 2010).

In our research, the underlying mechanism for home country recruiters' hiring decision includes the perceived trustworthiness and similarity of SGIs which is further predicted by the interaction between recruiters' value orientation and the acculturation profiles of SGIs. Recruiters in the country of origin are expected to hire SGIs to the extent that they perceive them as *trustworthy*. Perceiving the SGIs as trustworthy depends on perceived similarity with the applicant, which is predicted by the match between recruiters' value orientation and the acculturation profiles of SGIs.

*Acculturation Profiles of SGI Job Applicants and Employee Selection*

During the employee selection process, both recruiter and the applicant systematically compare their perceptions of each other's identity to ascertain if there is a good match between them or not (Herriot, 2002). According to the Byrne's (1971) similarity-attraction theory the good match occurs when both parties perceive each other as "similar". Recruiters are more likely to be attracted to similar job applicants rather than dissimilar ones, and also identify those similar applicants as a better match for the organizations. De Meier et al. (2007) argue that the unfamiliarity of recruiters with foreign-born job applicants' culture and traditions increases the possibility of stereotype activation and biased employment decisions. In general, similarity-attraction suggests that there is a high possibility that immigrants could experience job selection bias because of being perceived as dissimilar to the majority (Collier & Burke, 1986).

These evidences, however, are based on perceptions of "the host country recruiters" towards immigrants. Whether SGIs will be perceived as similar or dissimilar in their country of origin is unknown. Intuitively, one might expect that since the country of origin is their "home", they would be well- accepted and perceived as similar. However, one might also think that these people have lived in another country for years and become "foreigners or aliens"; in that case they could be perceived as dissimilar. Therefore, it would be misleading to assume that SGIs would be perceived similar, simply because they return to their country of origin.

We propose that the perception of SGI job applicants as being similar or dissimilar in their country of origin depends on two conditions: The acculturation profiles of SGIs and recruiters' value orientation.

Acculturation is a process in which individual changes in values, attitudes and customs due to the long-term intercultural contact will occur (Berry, 1997). Those changes

may create different perceptions about the similarity of the SGIs in the country of origin. Acculturating individuals in the host culture have to deal with two underlying fundamental attitudes: The extent to which they wish or motivated to maintain their culture of origin and the extent to which they wish or motivated to identify with the host culture (Berry, 1997; Berry et al., 2006). This results in four different types of acculturation profiles: Assimilation, Separation, Integration and Marginalization.

Assimilation refers to identifying *mostly* with the host culture and rejection of maintaining the culture of origin whereas separation refers to identifying *mostly* with the culture of origin and rejection of adopting the host culture. Integration refers to maintaining the culture of origin while at the same time adopting the host culture. Marginalization refers to a rejection of identifying with both the culture of origin and the host culture (Berry, 1997; Berry et al., 2006). According to Berry's model, marginalization is believed to be an unhealthy form of acculturation strategies, which is associated with low psychological well-being. However, it received little empirical support. Some researchers argued that identifying neither with the culture of origin nor with the host culture does not necessarily mean it is a negative experience (e.g., Rudmin, 2003). They suggest that marginalization may not be an unhealthy form of acculturation; in fact it can be regarded as a positive one.

We believe that there could be two different states of mind while explaining not to identify with either the culture of origin or the host culture. One is marginalization, which is the *feeling of not belonging to anywhere* and *rejection to identify* with both the culture of origin and the host culture. This acculturation strategy, as in Berry's model (1997), is associated with low adaptation ability and psychological well-being. The other one is "cosmopolitanism", which is the *feeling of belonging to everywhere*. This is close to the fusion conceptualization (LaFromboise et al., 1993; Coleman, 1995b) which assumes that acculturating individuals who have consistently interact with multiple cultures will

eventually fuse to form a new culture that will subsume their culture of origin. These individuals may not prefer to directly identify either with their culture of origin or the host culture, but opt for a more individualistic acculturation strategy for creating a new culture by fusing multiple cultures (Bourhis, Moïse, Perreault, & Sénécal, 1997). As a result, they feel like they belong to everywhere in the world. Cosmopolitanism is seen as being “outside all cultural frames of reference” (Bennett, 1993) and having a global mindset in which one may freely interplay between all cultures (Levy et al., 2007) (as cited in Lee, 2010). Kagitcibasi (1978) found that students who have lived with host families that accept their culture of origin for one year scored higher on post-return measures of “world-mindedness” than students who have stayed in their country of origin. This study showed that individuals who prefer to identify more than one culture are more likely to be “world-minded” as a result of their flexibility to adopt multiple cultural norms. In this study, we prefer to focus on “cosmopolitanism” view, rather than marginalization, who choose not to identify with any culture, whether it is the home or host, and who see the world without cultural boundaries, and define themselves as “world citizens”. Therefore, to understand the attitudes towards SGI job applicants we decided to compare three acculturation profiles: Assimilation, Separation and Cosmopolitanism. We prefer not to include integration in our study since conceptually, we see integration as a type of cosmopolitanism. Cosmopolitanism means accepting multiple cultural norms or cultural identities at the same time. In real life, these multiple cultural identities are actually limited with the number of two or three rather than being infinite. Integration means accepting two cultural identities at the same time, both home and host culture. Theoretically, the only difference between cosmopolitanism and integration is quantitative, that is the number of cultural identities that are adopted. We supported this theoretical approach with our pilot testing. We asked participants to differentiate some characteristics of the four profile types such as their

perceived dominant culture, best friends' perceived dominant culture and their favorite foods. While participants can differentiate assimilated and separated SGIs from cosmopolite SGIs, they see integrated SGIs more similar to cosmopolite ones and cannot give distinct answers to some of the questions. Therefore, based on both conceptual and practical approach we decided to focus on only three acculturation profiles: Assimilated, Separated and Cosmopolite.

How potential home country recruiters perceptions of SGIs' similarity will be associated with SGIs' acculturation profiles? Intuitively, one can expect that in the country of origin, assimilated SGIs will be more likely to be perceived as dissimilar than all other profiles since they adopted the culture of the host country and rejected their culture of origin. To the contrary, separated SGIs are more likely to be perceived as similar to the recruiter in the home country than all other profiles since they retain their culture of origin although they lived in a host country. However, the type of acculturation profile that is adopted is *not the only determinant* of SGIs' perceived similarity; the other factor we investigate in this study is the value orientation of the recruiters.

#### *Value Orientation of Recruiters and Acculturation Profiles of SGI job Applicants*

The interaction between recruiters' value orientation and the type of acculturation profile that is adopted could be a key determinant of the perceived similarity of SGIs. Sagiv and Schwartz (1995) argue that value orientations such as conservatism and openness to change are associated with acculturation attitudes and behaviors. For example, while conservatism is found to be closely related to the tendency to maintain the culture of origin, openness to change is associated with a readiness to build contacts with out-groups. Individuals with a value orientation of conservatism are likely to be supportive of the status quo, prefer what is traditional and conventional, and oppose new ideas and thinking styles (Feather, 1979). Therefore, it is reasonable to believe that individuals with high levels of

conservatism may perceive separated individuals as being more similar to themselves rather than other types of acculturation profiles. On the other hand, individuals with low levels of conservatism are more likely to be open to new ideas and favor adaptation ability hence they are more likely to perceive cosmopolite individuals as more similar to themselves. Therefore, in this study, we proposed that the interaction between the acculturation profiles of SGIs and the value orientation of the recruiter would determine the degree of SGIs' perceived similarity.

Hypothesis 1: When recruiters have high levels of conservatism, separated SGIs would be perceived as the most similar than the rest of the profiles whereas assimilated SGIs would be perceived as the least similar.

Hypothesis 2: When recruiters have low levels of conservatism, cosmopolite SGIs would be perceived as the most similar than the rest of the profiles.

#### *Perceived Similarity, Perceived Trustworthiness and Employee Selection*

The evidence for similarity-attraction theory suggests that recruiters are more likely to hire applicants to whom they perceive similar than to whom they perceive dissimilar. The process behind similarity-attraction hypothesis (Byrne, 1971) is that the perceived similarity functions as a positive reinforcement. Perceived similarity as a reinforcing stimuli leads to an affective response (e.g. interpersonal attraction), which then leads to an evaluate response (e.g. performance rating). According to this model, the higher the perceived similarity, the higher the affective response, thus there is a higher probability for evaluating the outcome as positive.

In the literature, generally, the affective response is conceptualized as interpersonal attraction or liking. However, when the evaluative response is a work-related outcome, like employee selection, trustworthiness has been found to have important benefits (Lau, Lam & Solomon, 2008) rather than interpersonal attraction. Therefore, in this study, we

conceptualize the affective response, which is driven by the perceived similarity, as perceived trustworthiness rather than interpersonal liking since the evaluative response will be the employee selection. It is reasonable to rely on perceived trustworthiness as an affective response when evaluative response is the employee selection, because recruiters try to judge the applicants' perceived trustworthiness rather than the degree of liking, to find out whether employing those applicants would be a good decision or not (Ohansson-Stenman, 2008). The evidence also suggests that the perceived similarity is closely related to perceived trustworthiness (Ohansson-Stenman, 2008), indicating when recruiters perceive job applicants similar to them, they are more likely to evaluate them as trustworthy and hire as an employee.

Hypothesis 3: SGIs who are perceived as similar by recruiters will be perceived as more trustworthy than SGIs who are perceived as dissimilar.

Hypothesis 4: Recruiters will be more willing to hire SGIs whom they perceive as more trustworthy than those whom they perceive as less trustworthy.

The proposed model in this study attempts to show that recruiters would be willing to hire SGIs as their employee to the extent that they perceive them as trustworthy, which happens when recruiters perceive SGIs as similar to them. Perceived similarity would be an outcome of the interaction between recruiters' value orientations and SGIs' acculturation profiles. Specifically, we hypothesized that recruiters with high levels of conservatism are most likely to hire separated SGIs since they would perceive them as being more trustworthy as a result of their higher perceived similarity. On the other hand, recruiters with low levels of conservatism are more likely to hire cosmopolite SGIs than separated and assimilated ones since they would perceive them as being more trustworthy as a result of their higher perceived similarity.

## Method

### **Participants**

The sample consisted of 258 participants who hold full time employment; 117 men and 141 women whose age ranged from 22 to 58 ( $M = 29, 94, SD = 7, 17$ ). Majority of the participants (60 %) had an undergraduate degree, 34,5 % of them had a graduate degree, and the remaining were high school graduates. 95 % of the participants reported that they were born and grew up in Turkey. Participants reported that their company is foreign invested constituted 84, 5 % of the sample. 71, 3 % of participants reported that their job is non-managerial. Lastly, 29, 1 % of the participants reported that they have a kind of responsibility in recruitment processes in their company.

### **Procedure**

*Pilot Test.* Before creating our hypothetical SGI job applicants' scenarios, we did a pilot test for our four acculturation profiles. The aim was to make sure that participants were able to understand the difference in degree of internalizing home and host culture between the profiles. After reading the scenarios, participants were asked to differentiate some characteristics of the four profiles such as their perceived dominant culture, cultural definition of themselves, best friends' perceived dominant culture and their favorite foods. While participants could give distinct answers to those questions when they read assimilation and separation profile, they failed to differentiate some characteristics of integration profile from cosmopolitanism one. Integration profile were seen as more similar to the cosmopolitanism profile type in some aspects. Therefore, also based on our theoretical approach, we decided to continue with three profiles that worked well in our pilot test: Assimilation, Separation and Cosmopolitanism.

*Study Procedure.* An online survey was prepared by using Qualtrics Survey Software. It was distributed to participants via e-mail and via professional social websites

such as LinkedIn. The online survey presented basic information about a hypothetical second-generation immigrant job applicant. Participants' job was to imagine this hypothetical job applicant and answer the applicant related questions accordingly (i.e., applicant's perceived similarity, perceived trustworthiness, and the hiring decision). The variation in favorable hiring decision was created by manipulating hypothetical job applicant's acculturation attitudes. Three different hypothetical job applicants with three different acculturation profiles were created: Assimilated, Separated, and Cosmopolite job applicant (for Turkish versions of profiles see, Appendix A). All of the profiles had same characteristics (being grown up in Germany -host country- and deciding to return Turkey -their country of origin) and competencies. The only difference was their degree of internalizing the German and the Turkish culture. In this study, each respondent saw one of the three hypothetical job applicant profiles and indicate how likely it was for them to hire this hypothetical job applicant as their employee. Respondents also answered personal questions such as their conservatism level and demographic information.

### **Measures**

*Perceived Similarity.* To measure the perceived similarity of SGI applicants, we used a scale of 4 items two of which were adopted from the value similarity scale by Varma, Aycan, Budhwar, Pichler and Kupferer (in press). Participants indicated on a scale from "1 = strongly disagree to 5 = strongly agree", the extent to which they perceived themselves to be similar to the SGI applicant in terms of their personal, cultural and work values. A sample item was "I believe we would have similar cultural values" (See, Appendix B). In the current study, the reliability of the value similarity scale was .78.

*Perceived Trustworthiness.* Trustworthiness scale was developed by Mayer & Davis (1999) to measure the perceived trustworthiness with its three subscales ability, benevolence and integrity. We used the Turkish version of perceived trustworthiness scale translated by

Wasti, Tan, Brower, & Önder (2007). The reliabilities of ability, benevolence and integrity subscales in Turkish version were ranging from .84 to .94 (Wasti, Tan, Brower, & Önder, 2007). The scale consists of 17 items, and participants responded using a Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is “has a strong sense of justice” (See, Appendix C). In the current study, the reliability of the perceived trustworthiness scale was .89.

*Conservatism.* To measure recruiters' level of conservatism, 57-item Schwartz Value Survey (Schwartz, 1992) was used. Schwartz Value Survey is the most pervasive instrument in capturing personal values with its cross-cultural validity. Its single values were summarized in terms of a two-dimensional structure. For the purposes of this study, we used the Conservatism – Openness to Change dimension which explained people's motivation to either follow their personal interests in unpredictable and uncertain directions or to maintain the status quo as well as the certainty with close others, institutions, and traditions. Turkish translation was verified by Kusdil and Kagitcibasi (2000). Participants indicated the importance of values to themselves on a scale from “- 1 = against to my values to 7 = important at an ultimate level”. A sample value is “being rich” (See, Appendix D).

*Hiring decision.* We asked participants to indicate their willingness to hire the hypothetical second-generation immigrant job applicant as their employee on scale from “1 = I would definitely hire to 5 = I definitely wouldn't hire” (See, Appendix E).

*Demographics.* Demographics included participants' sex, age, education level, country that they were born and grew in, companies' capital type (Foreign or Turkish invested), current job position (managerial or non-managerial) and responsibility in recruitment process (See, Appendix F).

Manipulation Check. Participants were asked to indicate how the hypothetical job applicant that they read a basic information about define themselves, as a manipulation check question. 96, 4 % of the participants who saw the cosmopolite profile, 90, 6 % of the participants who saw the separated profile and 85, 4 % of the participants who saw the assimilated profile indicated the same cultural profile as in the profile definition. Participants who did not report the match between cultural profiles were excluded from further analysis.

## Results

The aim of the present study was to explore attitudes of home country recruiters towards second-generation immigrant (SGI) job applicants upon their return to culture of origin. First, we examined the correlations among all study variables (See, Table 1). The correlations are adequate to continue with further analysis.

*Table 1. Correlations among Study Variables (N = 258)*

	1	2	3	4
1. Perceived Value Similarity				
2. Perceived Trustworthiness	.38**			
3. Conservatism	-.15*	-.07		
4. Willingness to Hire	.35**	.50**	-.10	

\*\*p < .01

\*p < .05

Hypothesis 1 and hypothesis 2 predicted that the perceived similarity with SGIs (Assimilated, Separated and Cosmopolite) would change according to home country recruiters' levels of conservatism.

First, we looked at the correlations between home country recruiters' conservatism level and perceived similarity of SGIs for each of the profile separately. For assimilated SGIs, there was a significant negative relationship between conservatism level and perceived similarity  $r = -.29$ ,  $p = .003$ . That correlation showed that the higher the conservatism level of home country recruiters, the lower the perceived similarity of assimilated SGI job applicant. For separated SGIs, there was a non-significant positive relationship between conservatism level and perceived similarity  $r = .15$ ,  $p = .08$ . Although it is non-significant, the trend showed that the higher the conservatism level of home country recruiters, the higher the perceived similarity of separated SGI job applicant. Finally, for cosmopolite SGIs, there was a significant negative relationship between conservatism level and perceived similarity  $r = -.23$ ,  $p = .017$ . That correlation showed that the higher the conservatism level of home country recruiters, the lower the perceived similarity of cosmopolite SGI job applicant.

After exploring the correlations, we tested hypothesis 1 and hypothesis 2 by transforming the conservatism scores into a categorical variable by using median-split method to have two potential recruiter groups: Those with high levels of conservatism and those with low levels of conservatism.

Table 2. Means (Standard Deviations) for Key Variables Depending on Conservatism Groups and SGI Profiles (N=258)

	High Conservatism			Low Conservatism		
	Assimilated	Separated	Cosmopolite	Assimilated	Separated	Cosmopolite
Perceived Value Similarity	2.56 (.73)	2.94 (.69)	2.74 (.70)	2.91 (.87)	2.70 (.71)	3.13 (.80)
Perceived Trustworthiness	3.01(.38)	3.05 (.54)	3.24 (.46)	3.22 (.46)	2.91 (.49)	3.14 (.32)
Willingness to Hire	2.93 (.75)	3.35(.62)	3.50 (.76)	3.54 (.79)	3.03 (.77)	3.44 (.64)

Hypothesis 1 predicted that when recruiters have high levels of conservatism, separated SGIs would be perceived as the most similar than the rest of the profiles whereas assimilated SGIs would be perceived as the least similar. To test this hypothesis, we compared perceived similarity of three SGIs profiles for recruiters with high levels of conservatism using a one way ANOVA. The results showed a statistically significant difference between our three profiles,  $F(2,126) = 3.51, p = .03, \eta_p^2 = .05$ . Post hoc tests revealed that separated SGIs ( $M = 2.94, SD = .69$ ) were perceived as more similar than assimilated SGI jobs ( $M = 2.56, SD = .73$ ),  $p = .009$ . However, they were not perceived as more similar than cosmopolite SGIs ( $M = 2.74, SD = .70$ ),  $p = .22$ . Likewise, assimilated SGIs were not perceived as less similar than cosmopolite SGIs,  $p = .26$  although they were perceived as less similar than separated SGIs. Thus, hypothesis 1 was partially supported.

Similar to hypothesis 1, hypothesis 2 predicted that when recruiters have low levels of conservatism; cosmopolite SGIs would be perceived as the most similar than rest of the profiles. To test this hypothesis, we compared perceived similarity of three SGI job applicant profiles for recruiters with low levels of conservatism using a one way ANOVA.

The results showed a marginally significant difference between our three profiles,  $F(2,126) = 2.82, p = .06, \eta_p^2 = .04$ . Post hoc tests revealed that cosmopolite SGIs ( $M = 3.13, SD = .80$ ) were perceived as more similar than separated SGIs ( $M = 2.70, SD = .71$ ),  $p = .02$ . However, they were not perceived as more similar than assimilated SGIs ( $M = 2.91, SD = .87$ ),  $p = .20$ . Thus, hypothesis 2 was partially supported.

Hypothesis 3 and 4 aimed to examine the process explaining home country recruiters' willingness to hire SGIs as their employees. These hypotheses predicted that higher perceived similarity would lead to higher willingness to hire, and this relationship will be mediated by perceived trustworthiness of the SGIs. For this analysis, Baron and Kenny mediation method (1986) was used. First, perceived similarity of SGIs significantly predicted the favorable hiring decisions of home country recruiters,  $\beta = .35, p = .000$ . Second, perceived trustworthiness of SGIs was significantly predicted by perceived similarity of SGIs,  $\beta = .38, p = .000$ . When perceived similarity and the mediator (perceived trustworthiness of SGIs) was entered into the model, perceived trustworthiness significantly predicted the favorable hiring decisions of home country recruiters,  $\beta = .43, p = .000$  while perceived similarity remained as a predictor of favorable hiring decisions of home country recruiters,  $\beta = .19, p = .001$ , indicating a partial mediation. This mediation revealed that 28% of the variances in favorable hiring decisions of home country recruiters can be explained by perceived similarity and perceived trustworthiness of SGIs. Hypotheses 3 and 4 were supported. This mediation showed that when home country recruiters perceive the SGIs similar to themselves they also perceive them as more trustworthy. Therefore, they are more likely to hire them as their employees.

## Discussion

The objective of this study was to investigate the attitudes of home country recruiters towards SGI job applicants upon their return to country of origin. There has been a rapid increase in the number of SGIs entering the workforce in different countries (see, Algan, Dustmann, Glitz, & Manning, 2010). A growing interest in literature suggest that SGIs could face disadvantages and subtle discriminations in job applications “in the host country” (Coates & Carr, 2005; see also, Horverak et al., 2013). However, up to date there is no research known exploring the selection biases they might experience “upon their return to country of origin”.

This study has a unique contribution to the growing literature. To our knowledge, this the first study exploring *home country recruiters’* attitudes towards SGIs upon their return to country of origin. We thought that both the value orientation of recruiters and the acculturation profiles of SGIs affect recruiters’ perceptions and hiring decisions. Additionally, this study tried to explain *the process* behind home country recruiters’ favorable hiring decisions. We identified *the possible path* through which factors home country recruiters have higher willingness to hire SGIs as their employees.

In this study, we found the effects of both recruiters’ conservatism levels and acculturation profiles of SGIs on perceived similarity, perceived trustworthiness and willingness to hire. Our results supported the Byrne’s (1971) similarity-attraction theory which states that recruiters are more likely to hire job applicants who they perceive to be similar than those who perceive dissimilar. The process behind this theory as follows: Perceived similarity influences an affective response (interpersonal liking) which in turn influences an evaluative outcome. In our study, we conceptualized the affective response as perceived trustworthiness since the evaluative outcome was a work-related decision (willingness to hire). Our results supported this theoretical approach. The process of home

country recruiters' willingness to hire lies behind the SGIs' perceived trustworthiness which is predicted by perceived similarity of SGIs.

We found the effects of conservatism levels of home country recruiters and the acculturation profiles of SGIs on their perceived similarity. For home country recruiters with high levels of conservatism, separated SGIs' perceived level of similarity was higher and they were relatively more preferred to be hired than their assimilated counterparts. This is in line with our expectations since home country recruiters with high levels of conservatism are expected to value SGIs who preserve their culture of origin over SGIs who are completely assimilated into German culture. However, we could not see any difference in perceived similarity, thus in hiring preference for cosmopolite SGIs over their separated and assimilated counterparts.

Likewise, for home country recruiters with low levels of conservatism, cosmopolite SGIs' perceived level of similarity was higher, and they were relatively more preferred to be hired than their separated counterparts. This is consistent with our expectations since home country recruiters with low levels of conservatism are expected to value the ability to adapt, being open to new experiences, and being a world citizen more than protecting the culture of origin in line with their flexible philosophy of life. Nonetheless, we did not see any difference in perceived similarity, thus hiring preference of home country recruiters with low levels of conservatism for cosmopolite SGIs over their assimilated counterparts.

These results might be due to the common variance that cosmopolite profile share with assimilated and separated acculturation profiles. Separated, assimilated and cosmopolite SGIs constitute three sets as in a "Venn diagram". Separated profile represent a set which involves SGIs who have internalized only their culture of origin. Assimilated profile represents another set which involves SGIs who have internalized only the host culture. These two sets do not have an intersection, and that is why we found significant

differences among their perceived similarity and trustworthiness. Cosmopolite profile, however, represents a broader set, a universal set, which includes SGIs who have internalized multiple cultures possibly both their culture of origin and the host culture along with other cultures. Thus, when acculturating, cosmopolite SGIs share a common variance with both assimilated and separated profiles. That might be the reason why we could not reach the expected difference between cosmopolite and two acculturation profiles.

Having looked at from a broader view, using conservatism as a categorical variable could be considered as one of the limitations of this study. We used a median-split method for categorizing home country recruiters' conservatism levels because of the limited number of participants who were placed on extreme conservatism values. Thus, we were not able to capture the extreme values on each tail as our high and low conservatism groups. In this case, because we have our high and low conservatism groups not diverse enough, we might have ended up with different results than we intended.

Additionally, the participants in the sample that has been identified as "having high levels of conservatism" might not belong to the group of people with high conservatism levels as in the traditional definition. After all, almost all of the participants in this study are university graduates living in a modern society. It is a possibility that they are reflecting "social conservatism" rather than "extreme conservatism". That might be another reason why we could not observe the effects as we hypothesized.

### Implications

In conclusion, this study is important for exploring both the home country perceptions towards SGIs and the process behind hiring decisions of home country recruiters. The results of this study illustrate that both the value orientations of home country recruiters and the acculturation profiles of SGI job applicants affect hiring decision processes by affecting the perceived similarity and the perceived trustworthiness levels.

In line with other studies (De Meier et al., 2007 & Horverak et al., 2013) our results supported that recruiters, in general, allow individual factors to affect their judgments and employment decisions about the immigrants. These results have important practical implications. They showed the importance of exploring the role of acculturation strategies as expressed by SGIs in employee selection processes. For example, specific communication patterns that SGIs maintain from their culture of origin could be related positive or negative employment decisions according to recruiters' level of conservatism. For any individual who have a kind of responsibility in recruitment processes and also for HR practitioners, it is crucial to emphasize concrete evaluation criteria to give less room for subjectivity especially when giving the hiring decisions (Agerström & Rooth, 2008). Organizations should create training programs that will raise the awareness with the reasons of biased employment decisions, such as the effect of acculturation and value orientations demonstrated in the present study. This may help to implement fair recruitment processes and strategies for SGIs who would return to their country of origin (Horverak et al., 2013).

In spite of the possible limitations, this study could be regarded as the first step for exploring disadvantages that SGI applicants could face in their home country and intended to pave the way for future lines of research. Theoretically, future research should focus on exploring more individual factors, such as conservatism, and their combined effects with

acculturation strategies of SGIs to understand other possible important outcomes that foreign-born job applicants may encounter from home country recruiters in employee selection processes.

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## APPENDIX A

*Assimilated SGI Job Applicant*

Ahmet, 26 yaşında olup Almanya'da doğmuş ve büyümüştür. Annesi ve babası, evlendikten sonra Almanya'ya göç etmiştir. Üniversite eğitimini, Almanya'nın iyi üniversitelerinin birinde tamamlayan Ahmet, mezun olduktan sonra 3 sene farklı Alman firmalarında çalışarak iş hayatındaki tecrübesini geliştirmiştir. Almancaya ek olarak, orta seviyede İngilizce bilmektedir. Alman kültürüne ve Almancaya hayranlık duyan Ahmet, günlük hayatında yalnızca Almanca konuşmayı ve Kaiser takma adını kullanmayı tercih eder. Ahmet Almanya'da yaşadığı süre boyunca Türk kültüründen tamamen koparak, sadece Alman kültürünü benimsemiştir. Kendisini “Alman” olarak tanımlamaktadır. Ahmet, farklı iş imkânlarını değerlendirmek için Türkiye'ye dönüş yapma düşüncesindedir.

*Seperated SGI Job Applicant*

Mehmet, 26 yaşında olup Almanya'da doğmuş ve büyümüştür. Annesi ve babası, evlendikten sonra Almanya'ya göç etmiştir. Üniversite eğitimini, Almanya'nın iyi üniversitelerinin birinde tamamlayan Mehmet, mezun olduktan sonra 3 sene farklı Alman firmalarında çalışarak iş hayatındaki tecrübesini geliştirmiştir. Almancaya ek olarak, orta seviyede İngilizce bilmektedir. Mehmet, Almanya'da yaşadığı süre boyunca Türk kültüründen hiç kopmamış, Alman kültürünü kesinlikle benimsememiştir. Kendisini “Türk” olarak tanımlamaktadır. Mehmet, farklı iş imkânlarını değerlendirmek için Türkiye'ye dönüş yapma düşüncesindedir.

*Cosmopolite SGI Job Applicant*

Ali, 26 yaşında olup Almanya'da doğmuş ve büyümüştür. Annesi ve babası, evlendikten sonra Almanya'ya göç etmiştir. Üniversite eğitimini, Almanya'nın iyi üniversitelerinin birinde tamamlayan Ali, mezun olduktan sonra 3 sene farklı Alman

firmalarında çalışarak iş hayatındaki tecrübesini geliştirmiştir. Almancaya ek olarak, orta seviyede İngilizce bilmektedir. Ali Almanya'da yaşadığı süre boyunca, ne Türk kültürünü ne de Alman kültürünü tam olarak benimsemiştir. Ali, kendisini herhangi bir kültüre ait olarak görmeyen, farklı birçok kültür tanıyarak değişik deneyimlere her zaman açık olan biridir. Kendisini “dünya vatandaşı” olarak tanımlamaktadır. Ali, farklı iş imkânlarını değerlendirmek için Türkiye'ye dönüş yapma düşüncesindedir.

## APPENDIX B

Lütfen önceki senaryoda tanımlanan Ahmet/Mehmet/Ali hakkındaki ifadelere ne oranda katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz.

**1****2****3****4****5**

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Kesinlikle Katılmıyorum   Katılmıyorum   Ortadayım   Katılıyorum   Kesinlikle Katılıyorum

\_\_\_ Kültürel değerlerimizin benzer olacağını düşünüyorum.

\_\_\_ Kişisel değerlerimizin benzer olacağını düşünüyorum.

\_\_\_ İş değerlerimizin benzer olacağını düşünüyorum.

\_\_\_ Genel olarak Ahmet/Mehmet/Ali ile benzer olduğumuzu düşünüyorum.

## APPENDIX C

1	Ahmet/Mehmet/Ali'nin işinde çok yetkin olacağına inanıyorum	1	2	3	4	5
2	Ahmet/Mehmet/Ali'nin yapmaya çalıştığı işlerde başarılı olduğu bilinir	1	2	3	4	5
3	Ahmet/Mehmet/Ali, yapılması gereken işler konusunda bilgi sahibidir	1	2	3	4	5
4	Ahmet/Mehmet/Ali'nin yeteneklerine güvenirim	1	2	3	4	5
5	Ahmet/Mehmet/Ali'nin bizim performansımızı arttırabilecek özel kabiliyetleri olduğuna inanıyorum	1	2	3	4	5
6	Ahmet/Mehmet/Ali çok niteliklidir	1	2	3	4	5
7	Ahmet/Mehmet/Ali'nin benim iyiliğimi düşüneceğine inanıyorum	1	2	3	4	5
8	Benim ihtiyaçlarım ve isteklerim Ahmet/Mehmet/Ali için önemlidir	1	2	3	4	5
9	Ahmet/Mehmet/Ali bile bile beni incitecek hiçbir şey yapmaz	1	2	3	4	5
10	Ahmet/Mehmet/Ali gerçekten benim için önemli olan şeyleri gözetir	1	2	3	4	5
11	Ahmet/Mehmet/Ali bana yardım etmek için zahmete girer	1	2	3	4	5
12	Ahmet/Mehmet/Ali'nin güçlü bir adalet duygusu vardır	1	2	3	4	5
13	Ahmet/Mehmet/Ali'nin sözünde durup durmayacağını asla merak etmek zorunda kalmam	1	2	3	4	5
14	Ahmet/Mehmet/Ali başkalarıyla ilişkilerinde adil olmak için çok uğraşır	1	2	3	4	5
15	Ahmet/Mehmet/Ali'nin hareketleri ve davranışları pek tutarlı değildir	1	2	3	4	5
16	Ahmet/Mehmet/Ali'nin değerlerini beğeniyorum	1	2	3	4	5
17	Ahmet/Mehmet/Ali'nin davranışlarını sağlam ilkeler yönlendiriyor gibi görünüyor	1	2	3	4	5

## APPENDIX D

**Schwartz Value Survey (SVS) (1992)****DEĞERLER LİSTESİ 1**

Bu bölümde kendinize şu soruyu sorunuz: "Hangi değerler hayatımı yönlendirmeleri açısından benim için önemlidir, ve hangi değerler bu açıdan benim için daha az önemlidir?" Bu sayfalarda çeşitli değerleri içeren iki liste bulacaksınız. Bu değerler değişik kültürlerden seçilmişlerdir. Her değeri izleyen parantezlerin içinde değerlerin anlamlarının sizler tarafından daha iyi anlaşılmasına yarayabilecek bilgiler vardır.

Sizden istenilen, aşağıdaki ölçeği kullanarak, her değer için sizin için, hayatınızı yönlendiren bir ilke olarak önemini bir ölçek sayısı ile belirtmenizdir:

**0**--sayısı o değer için sizin için bütünüyle önemsiz olduğunu, hayatınızı yönlendiren bir ilke olarak anlam taşımadığını gösterecektir.

**3**--sayısı o değer için önemli olduğunu gösterecektir.

**6**--sayısı o değer için çok önemli olduğunu gösterecektir.

Sayı yükseldikçe (**0, 1, 2, 3, 4, 5, 6**) o değer için sizin için hayatınızdaki yönlendiriciliği bakımından daha önemli olduğu anlaşılacaktır.

**-1** (eksi bir) sayısı sizi yönlendiren ilkelere ters düşen herhangi bir değer için belirtilmesinde kullanılacaktır.

**7** sayısı sizin hayatınızda yönlendirici özellik taşıyan en önemli değer için belirtilmesinde kullanılacaktır; genellikle bu tür değerlerden iki taneden fazla olmayacağı düşünülebilir.

Her değerden önce bir boşluk göreceksiniz. Bu boşluklara her değer için sizin için taşıdığı önemi gösteren sayıyı (**-1, 0, 1, 2, 3, 4, 5, 6, 7**) yazacaksınız. Lütfen bütün sayıları kullanarak değerler arasında mümkün olduğunca bir ayırım yapmaya çalışınız. Bazı sayıları bir defadan fazla kullanma ihtiyacı duyabilirsiniz.

Başlamadan önce, ilk listedeki bütün değerleri okuyunuz ve sizin için en önemli olanını seçip önemini belirten sayıyı boşluğa yazınız. Sonra, sizin değerlerinize ters düşen değeri seçip boşluğa **-1** sayısını yazınız. Eğer böyle bir değer yoksa size en az önemli görünen birini seçip **0** ya da **1** sayılarından sizce uygun olan birini boşluğa yazınız. Bundan sonra geri kalan değerlere sizce uygun olan bir sayıyı veriniz.

**HAYATIMI YÖNLENDİREN BİR İLKE OLARAK BU DEĞER:**

İlkelerime ters Düşer	Önemli değildir			Önemli dir			Çok önemlidir	En üst düzeyde önemlidir
-1	0	1	2	3	4	5	6	7

**HAYATIMI YÖNLENDİREN BİR İLKE OLARAK BU DEĞER:**

İlkelerime ters Düşer	Önemli değildir			Önemli dir			Çok önemlidir	En üst düzeyde önemlidir
-1	0	1	2	3	4	5	6	7

**DEĞERLER LİSTESİ 1:**

- 1\_\_\_ EŞİTLİK (herkese eşit fırsat)
- 2\_\_\_ İÇ UYUM (kendimle barışık olmak)
- 3\_\_\_ SOSYAL GÜÇ SAHİBİ OLMAK (başkalarını denetleyebilmek, üstün olmak)
- 4\_\_\_ ZEVK (istek ve arzuların giderilmesi, doyurulması)
- 5\_\_\_ ÖZGÜR OLMAK (düşünce ve hareket özgürlüğü)
- 6\_\_\_ MANEVÎ BİR HAYAT (maddi değerlerden çok, manevi, içsel olanlara önem vermek)
- 7\_\_\_ BAĞLILIK DUYGUSU (başkalarının da beni düşündükleri duygusu)
- 8\_\_\_ TOPLUMSAL DÜZENİN SÜRMEİNİ İSTEMEK (kanun, nizam yaklaşımı)
- 9\_\_\_ HEYECANLI BİR YAŞANTI SAHİBİ OLMAK (uyarıcı deneyimlerle dolu)
- 10\_\_\_ ANLAMLI BİR HAYAT (hayatta bir amacın olması)
- 11\_\_\_ KİBAR OLMAK (nazik, terbiyeli olmak)
- 12\_\_\_ ZENGİN OLMAK (maddi varlık, para)
- 13\_\_\_ ULUSAL GÜVENLİK (ülkemin düşmanlardan korunması)
- 14\_\_\_ KENDİNE SAYGISI OLMAK (kişinin kendisinin değerli olduğuna inanması)
- 15\_\_\_ İYİLİĞE KARŞILIK VERMEK (başkasına borçlu kalmaktan kaçınmak)
- 16\_\_\_ YARATICI OLMAK (orijinal olmak, hayal gücünü kullanmak)
- 17\_\_\_ BARIŞ İÇİNDE BİR DÜNYA İSTEMEK (savaş ve çelişkilerden uzak bir dünya)
- 18\_\_\_ GELENEKLERE SAYGILI OLMAK (eski değer ve geleneklerin korunması)
- 19\_\_\_ OLGUN SEVGİ (derin duygusal ve ruhsal yakınlıklar)
- 20\_\_\_ KENDİNİ DENETLEYEBİLMEK (kendimi sınırlamak, yanlış olana direnmek)
- 21\_\_\_ MAHREMIYET (özel bir dünyası olma hakkı)
- 22\_\_\_ AİLE GÜVENLİĞİ (sevilenlerin tehlikeden uzak olması)
- 23\_\_\_ İNSANLAR TARAFINDAN BENİMSENMEK (başkalarından saygı ve kabul görmek)
- 24\_\_\_ DOĞAYLA BÜTÜNLÜK İÇİNDE OLMAK (doğayla uyum)

- 25\_\_\_ DEĐIŐKEN BİR HAYAT YAŐAMAK (rekabet iinde, yeniliklerle dolu)
- 26\_\_\_ ERDEMLİ OLMAK (olgun bir hayat anlayıőı)
- 27\_\_\_ OTORİTE SAHİBİ OLMAK (yönetmek ve yönlendirmek hakkına sahip olmak)
- 28\_\_\_ GEREK ARKADAŐLIK (yakın ve destekleyici arkadaşlık)
- 29\_\_\_ GÜZELLİKLERLE DOLU BİR DÜNYA (dođa ve sanatın güzelliđi)
- 30\_\_\_ TOPLUMSAL ADALET (haksızlıđın düzeltilmesi, zayıfın yanında olmak)

**DEĞERLER LİSTESİ 2**

Aşağıda ikinci bir değerler listesi bulacaksınız. İlk listede olduğu gibi, başlamadan önce ikinci listedeki bütün değerleri okuyunuz. Sonra, aralarından en önemli olanını seçip önemine göre bir sayı veriniz. Arkasından da, sizin değerlerinize bütünüyle karşıt gelen değeri seçip **-1** sayısını boşluğa yazınız. Eğer böyle bir değer yoksa sizin için en az önemli olanını seçip önemine göre **0** ya da **1** sayılarından birini boşluğa yazınız. Sonra geri kalan değerleri sizin için hayatınızı yönlendiren ilkeler olmaları yönünden ele alıp önemlerine göre bir sayı veriniz. Yine bütün sayıları (**-1, 0, 1, 2, 3, 4, 5, 6, 7**) kullanarak değerler arasında mümkün olduğunca bir ayırım yapmaya çalışınız.

**HAYATIMI YÖNLENDİREN BİR İLKE OLARAK BU DEĞER:**

İlkelerime ters Düşer	Önemli değildir			Önemli dir			Çok önemlidir	En üst düzeyde önemlidir
<b>-1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

**DEĞERLER LİSTESİ 2:**

- 31\_\_\_ BAĞIMSIZ OLMAK (kendine yeterli, kendine güvenli olmak)
- 32\_\_\_ İLİMLİ OLMAK (aşırı duygu ve hareketlerden kaçınmak)
- 33\_\_\_ SADIK OLMAK (arkadaşlarına ve çevresine bağlı olmak)
- 34\_\_\_ HIRSLI OLMAK (çalışkan, istekli olmak)
- 35\_\_\_ AÇIK FİKİRLİ OLMAK (değişik fikir ve inançlara hoşgörülü olmak)
- 36\_\_\_ ALÇAK GÖNÜLLÜ OLMAK (kendini öne çıkarmamak)
- 37\_\_\_ CESUR OLMAK (macera ve risk aramak)
- 38\_\_\_ ÇEVREYİ KORUMAK (doğayı korumak)
- 39\_\_\_ SÖZÜ GEÇEN BİRİ OLMAK (insanlar ve olaylar üzerinde etkili olmak)
- 40\_\_\_ ANNE-BABAYA VE YAŞLILARA DEĞER VERMEK (saygı göstermek)
- 41\_\_\_ KENDİ AMAÇLARINI SEÇEBİLMEK (kendi hedeflerini bağımsızca belirlemek)
- 42\_\_\_ SAĞLIKLI OLMAK (fiziksel ve ruhsal rahatsızlıklardan uzak olmak)
- 43\_\_\_ YETKİN OLMAK (rekabeti seven, etkili, verimli biri olmak)
- 44\_\_\_ HAYATIN BANA VERDİKLERİNİ KABULLENMEK (hayatın getirdiklerine, kadere razı olmak)
- 45\_\_\_ DÜRÜST OLMAK (içtenlik)

- 46\_\_\_ TOPLUMDAKİ GÖRÜNTÜMÜ KORUYABİLMEK (başkalarına karşı mahcup duruma düşmemek)
- 47\_\_\_ İTAATKAR OLMAK (görevini yapan, yükümlülüklerini yerine getiren biri olmak)
- 48\_\_\_ ZEKİ OLMAK (mantıklı, akıllı biri olmak)
- 49\_\_\_ YARDIMSEVER OLMAK (başkalarının iyiliği için uğraşmak)
- 50\_\_\_ HAYATTAN TAT ALMAK (yemek-içmekten, cinsellikten, müzikten, vb. hoşlanmak)
- 51\_\_\_ DİNDAR OLMAK (dinsel inanç ve imana bağlılık)
- 52\_\_\_ SORUMLULUK SAHİBİ OLMAK (güvenilir ve inanılır biri olmak)
- 53\_\_\_ MERAK DUYABİLMEK (herşeyle ilgilenen, araştıran biri olmak)
- 54\_\_\_ BAĞIŞLAYICI OLMAK (başkalarının özürünü kabul edebilmek)
- 55\_\_\_ BAŞARILI OLMAK (amaçlarına ulaşabilmek)
- 56\_\_\_ TEMİZ OLMAK (düzenli, titiz olmak)
- 57\_\_\_ İSTEKLERINE DUSKÜN OLMAK (Kendisine zevk veren şeyler yapmak)

## APPENDIX E

Lütfen önceki senaryoda tanımlanan Ahmet/Mehmet/Ali'yi işe alıp almayacağınızı aşağıdaki ölçeği kullanarak belirtiniz.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Kesinlikle Almazdım	Almazdım	Ortadayım	Alırdım	Kesinlikle Alırdım

## APPENDIX F

## Kişisel Bilgiler

1. Yaşınız: \_\_\_\_\_

2. Cinsiyetiniz:  Erkek  Kadın

3. En son tamamladığınız eğitim seçeneğini belirtiniz

İlköğretim  Lise

Üniversite  Yüksek Lisans, Doktora vs.

4. Hangi ülkede doğdunuz? \_\_\_\_\_

5. Hangi ülkede büyüdünüz? \_\_\_\_\_

6. Çalıştığınız kurum/şirket

Yalnız Türk sermayeli  Yabancı ortaklı  Yalnız yabancı sermayeli

7. Çalıştığınız kurumdaki/şirketteki pozisyonunuz nedir?

\_\_\_\_\_

8. Çalıştığınız kurumdaki/şirketteki pozisyonunuzu nasıl tanımlarsınız?

Yönetici pozisyonu  Yönetici olmayan çalışan

9. Çalıştığınız kurumda/şirkette işe alım süreçlerinde herhangi bir sorumluluğunuz var mı?

Evet  Hayır